Canadian Environmental Assessment Agency

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Feasibility Study

National Environmental Assessment Centre

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FEASIBILITY STUDY

NATIONAL ENVIRONMENTAL ASSESSMENT CENTRE

Report prepared for:

Canadian Environmental Assessment Agency

by *Transfert Environnement - Groupe RDA*

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Regional Liaison & Guidance
Canadian Environmental Assessment Agency
14th Floor, Fontaine Building
200 Sacre-Coeur Boulevard
Hull, Quebec K1A 0H3
Tel: (819) 997-1000
Fax: (819) 994-1469

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PROJECT TEAM

Consultants

André Delisle, Transfert Environnement
Robert Dubé, Groupe RDA
Derek Doyle, UMA Environmental
Phyllis Leclerc, Transfert Environnement
Guy Tremblay, Transfert Environnement
Maryse Provençal, Groupe RDA

CEAA

Sylvie Dupuis
John McEwen

1. INTRODUCTION

In 1993, the Canadian Environmental Assessment Agency (CEAA) launched an international study of the effectiveness of environmental assessment. The purpose of the study, which was completed in 1996, was to assess the practice for improving the performance of methods and procedures. As part of the study, a workshop was held in February 1996 on the development of a research and development agenda for environmental assessment in Canada. One of the many proposals made by the workshop participants was the creation of a national advisory group that would bring together the various interested parties.

The proposal was favorably received by CEAA, which felt it would be useful to conduct a more detailed study of its feasibility. Through a public tendering process, a contract was awarded to Transfert Environnement - Groupe RDA to conduct a feasibility study of a national environmental assessment centre in Canada, including details on the concept, implementation and operation of such a Centre.

This report was carried out in accordance with CEAA's guidelines, which included examining similar institutions and organizations that could serve as model for the development of a formula that has the best chances of long-term success. The study identifies the general characteristics of the Centre and develops a model for its organizational structure, drawing on various institutions and projects with similar objectives.

2. METHODOLOGY

Given the current climate of downsizing and cost-cutting in both the public and private sectors, the implementation of government initiatives to create new institutions is no mean feat. The new realities, which frame any new project, served as guidelines in the conceptual design of the Centre and were used as a basis for the selection of criteria to assess its relevance and timeliness.

Expanding on the concept that was recommended by environmental assessment specialists and that was of interest to CEAA was done by combining creativity and realism to come up with a proposed solution (mandate, implementation approach, financing) that was pertinent, attractive, original and viable. By examining the strengths of comparable initiatives that have stood the test of time, as well as the difficulties encountered by those that have not survived, we were able to outline the mandates, profile of activities and services, operating structure and sources of financing in keeping with parameters that maximize the project's chances of success.

By studying similar initiatives, we explored various options for the operational structure of the Centre. The proposed concept retains the best components of these options and builds on those whose mandates and modus operandi are most in line with the proposed functions of the Centre. The organization's structure, management approach, budget and methods of financing are described. A section contains suggestions and provides guidelines that will be useful in identifying clients, choosing a name and selecting a location for the Centre.

Suggestions are also made regarding the next steps in the development of the project and the activities associated with its implementation. They are designed to ensure that the process adopted guarantees that the Centre corresponds to the model identified by the feasibility study. A national consultation completes the feasibility study. A synthesis of the principal elements of this consultation is presented in a final section.

3. CONTEXT

3.1 GOVERNMENT TRENDS

There are a number of strong trends that must be taken into account in the development of a concept for a Centre involved in environmental assessment. In this sector, like in the sector of the environment in general and probably in most sectors in which government is involved, the country's poor financial health has led to profound changes in the way of doing things and to a redefinition of the roles of the various players involved. The following pages provide a brief description of the trends that should directly impact the development of a future Centre.

Deregulation

The desire of governments to reduce the number of regulations, to make them less onerous and to update the content of those that remain should result in streamlining procedures, reducing delays and possibly even establishing a fee structure for government services provided to firms and proponents.

Government downloading

Governments are increasingly looking to streamline their operations by downloading certain programs to independent agencies accountable for their financing and performance. The government has introduced few new services, and some of the existing mandates and responsibilities currently assumed by government are under review. This is particularly true in the area of the environment, where there have been closures of several units and services in recent years. Data collection, laboratory, research and development, inspection and control functions have all been affected by such limitations.

Requirement for self-financing

Given the current climate of fiscal restraint, government departments and agencies are looking for new sources of financing. In the area of environmental assessment, the option of having the proponents assume the costs of public reviews is being considered. This would require a fee schedule for public services, for example, support services, information services, documentation

and perhaps R&D. If charging for these services turns out to be impossible or is not competitive, the same services could be offered through the private sector.

Accountability

New approaches to intervention and control are gradually taking the place of regulatory requirements. The area of environmental assessment is directly affected by these approaches, which are based on voluntary action and the accountability of proponents. Certification and auditing procedures could have to be put in place to ensure sound environmental management of the activities of firms, thereby reducing the need for stringent government control. As a result, the role of government departments and agencies could evolve towards one of defining objectives and standards, and to putting the necessary checks and balances in place.

3.2 DYNAMICS OF THE EA SECTOR

The parameters defining the concept of the future Centre, and the decisions to be made respecting its implementation, must take account of the situation, forces and dynamics of the environmental assessment sector. Considerable environmental assessment activities are already being conducted in Canada, by universities, governments, associations and private consultants. Large corporations and departmental proponents of projects also conduct important activities in this field and have established highly experienced, widely recognized work teams.

The purpose of this study is not to provide an exhaustive profile of the environmental assessment sector in Canada. Some characteristics of the sector are discussed, however, in order to clearly underscore the need to align the proposed Centre with the dynamics of the EA sector and with the most promising initiatives. There are three particularly active sectors that seem to be able to influence the project's future and that will no doubt be critical to its implementation. A brief description of these three sectors is provided below.

University centres of excellence

There are a number of university centres in Canada that are already involved in environmental assessment and that have an influential network in this area. Some are directly involved in the Centre proposal, either because they specialize in environmental assessment or because they carry out important research and teaching activities in this field.

- University of Calgary (Alberta), Faculty of Environmental Design
- Carleton University (Ottawa), Impact Assessment Centre
- Carleton University (Ottawa), Technology, Environment, Society Program
- University of British Columbia (Vancouver), School of Community and Regional Planning
- Dalhousie University (Halifax), School of Resource and Environmental Studies
- École Polytechnique Montréal (Montreal), Environmental Engineering
- Lakehead University (Ontario), Certificate in Environmental Assessment
- McGill University (Montreal), Environmental Studies Program
- Université de Montréal (Montreal), Institut d'urbanisme
- Université du Québec à Montréal, Institut des sciences de l'environnement
- University of Toronto (Toronto), Institute for Environmental Studies
- Ryerson Polytechnic University (Toronto), Certificate in Environmental Management
- Université de Sherbrooke, Master's in Environment
- University of Waterloo (Ontario), Faculty of Environmental Studies
- York University (Toronto), Faculty of Environmental Studies

Associations

Professional and industry associations in the area of environmental assessment are very active in Canada and are the driving force behind key projects in this field. Some associations' involvement in environmental assessment derives from their mandates related to public participation and environmental auditing and management. The associations or groups that may be most interested in the proposed Centre, either as partners or as members or clients, have already adopted tools or introduced initiatives that could very well be suited to the Centre or that should be taken into account by it.

- Ontario Chapter of the International Association for Impact Assessment
  (newsletter, training sessions, certification)
- Association québécoise d'études d'impacts (AQEI)
  (newsletter, electronic bulletin board)
- Ontario Society for Environmental Management
- Canadian Environmental Auditing Association
  (accreditation, training)
- Association québécoise de vérification environnementale (AQVE)

International organizations

A number of international organizations are very active in the environmental sector in Canada. Some are involved in activities directly related to environmental assessment. The mandates or approaches of a number of projects currently being implemented or planned by some of these associations are similar to those of the proposed Centre. Efforts will have been focused on aligning these projects or at the very least ensuring convergence and complementarity of efforts.

- International Association of Practitioners in Public Participation (IAP3)
- International Association for Impact Assessment (IAIA)
  ... proposal to establish a Francophone secretariat of IAIA in Montreal with the support of the support of the Quebec Department of Environment and Wildlife (under discussion)
- World Conservation Union (IUCN), Montreal secretariat
  ... proposal to create an environmental assessment coordination and support service in Montreal (Appendix 2).

4. MISSION

4.1 OBJECTIVES AND MANDATE

The Centre's mandate will be to serve as a centre for reference services, exchanges, development and services in the areas of environmental assessment science, technology and applications.

The Centre will provide assistance and practical applications in environmental assessment. Depending on how environmental management and accreditation issues unfold, the Centre could become a player in environmental assessment auditing and certification.

The Centre will be a Canadian centre of excellence and expertise of international stature. It will be a driving force in the exchange and dissemination of information within national and international environmental networks, particularly in its areas of activity.

4.2 ACTIVITIES AND SERVICES

The Centre's activities are selected to meet the perceived needs expressed in interviews and within the framework of studies and meetings (scientific and professional) conducted in recent years. These activities can be divided into four main categories: information, services, development and communications. The sources of revenues associated with the various activities are indicated below, but will be discussed in greater detail in a subsequent section.

Information

Information will take centre stage at the Centre, involving such activities as the development of information holdings. The need for a reference centre and document depository at which the environmental assessment reports carried out in Canada can be stored was raised in the workshops held by the Agency in 1996. Information services also include a library which could house scientific documents related to EA.

The information and reference services to be provided by the Centre would make use of modern telecommunications networks, particularly the Internet. The databases needed to conduct new studies--built from data banks developed during major environmental impact assessments--could be made accessible to potential users, such as firms that specialize in environmental impact assessment, to speed up and facilitate their work. Such databases could also be distributed on CD-ROM. Hardcopy and electronic versions, as well as access to databases, could be sold to users.

Training

The Centre could offer training services both in Canada and abroad in conjunction with specialized university institutions or private-sector firms that offer customized training. By having its expertise recognized by organizations that finance large projects, the Centre could undoubtedly become involved in countries where large development projects are creating urgent needs for professional skills in environmental assessment.

The transfer of methods, technical tools and decision-making aids associated with environmental impact assessment to experts in the countries targeted is another interesting niche. This form of "scientific brokerage" service for methods and tools could be a source of revenues, provided the Centre acquires the distribution and commercial rights for the available scientific or technical products. Otherwise, the Centre could charge the promoters of the products for these same marketing services. To do so, the Centre would have to equip itself with facilities that allow it to monitor and keep abreast of developments of interest at the regional, national and international levels.

Observatory

One approach that is currently being developed, particularly in Europe, is the monitoring of environments in which environmental assessments have been conducted. The purpose of the monitoring is to verify the accuracy of the projections made respecting the impacts of the project and the performance of the assessment. This approach makes it possible to continuously improve the quality and effectiveness of the methods used. Monitoring programs are implemented by project proponents. In some cases, such as major road or energy projects, they consist of veritable environmental observatories.

The Centre could develop an environmental observatory that could be tailored to various categories of projects. The availability of expertise and technical support for monitoring the implementation of projects could be a source of revenues (rental of equipment or delivery of expertise). The best approach would probably be to work in partnership with private consultants.

Development

As a non-profit organization with scientific and technical resources and expertise, the Centre could conduct a research program either internally or in partnership with specialized university centres, thereby gaining access to R&D grants and contracts. Given its position as a key observer of the world of environmental assessment and its arms-length relationship with the various interests involved, it would be able to conduct strategic or performance studies for granting or funding agencies. This area of specialization creates a further source of revenue in the form of professional fees.

Along the same lines, the Centre could welcome organizations or associations whose mandate is to support and develop the environmental assessment sector. This type of project has already been proposed by other organizations, such as IAIA and IUCN. The Centre could provide resources and support services to such organizations, which would therefore save on operating costs and could pay the Centre for the services provided.

Communications

The field of media and communications opens a whole new area of opportunities for a centre specializing in environmental assessment. The opportunities provided by the information highway (Internet) could be tapped to create a national and international environmental assessment network. Through this network, a broad range of activities could be made available to members, such as a methodological reference services, databases and information holdings, bulletin boards for tracking recent developments, forums for scientific discussions, etc. User fees would be charged for these services, which have a commercial dimension.

The Centre could also consider getting involved in the production and distribution of electronic or written communications products for its clients. A newsletter, updates on recent developments and even an international scientific journal are just a few of the communications products that would certainly be of interest to a specialized pool of readers and perhaps also to providers of information and products willing to pay for access to such vehicles to reach potential clients. Subscriptions and advertising would be a significant source of revenue generation.

Certification

The current trend towards the certification of environmental processes and products is likely to affect the environmental assessment sector in the short term. The accreditation of methods and firms is currently being examined by Canada and other countries. This new environmental management approach brings with it a whole range of new functions, from the development of standards and procedures to the verification of compliance of accredited firms and methods.
By demonstrating leadership in these areas, the Centre would position itself as a source of expertise and knowledge for those interested in becoming accredited. The Centre could also assume the responsibilities of accreditor and verifier, since it would have the necessary independence vis-à-vis the consulting firms and project proponents. These activities could be a source of revenue generation, since they are generally accompanied by dues (accredited firms) or fees (accreditation, audits).

5. IMPLEMENTATION APPROACH

The approach to the design and establishment of the future Centre will be based on the very "commercial" presumption that:

> if there is a real need in a sector of activity, interested parties will come forward to meet that need through feasible, cost-effective means designed to meet collective intentions and specific expectations.

The criteria for evaluating the options and the selection of the formulas to be adopted will clearly reflect the critical need to make the Centre an independent, lasting initiative that can be developed through means other than government funding. They will also reflect a clear awareness of the necessity that any public project must from now on be justified in terms of its ability to meet real needs, leanness of implementation resources and its ease of integration into the sector.

5.1 OPTIONS FOR ORGANIZATIONAL STRUCTURES

There are a number of options available in terms of organizational structure. The advantages and disadvantages of each must be examined and compared. Various management models have been analyzed with a view to identifying the best management structure for the Centre.

On the basis of an analysis of the environment into which the new Centre could become integrated, we have identified five options for the permanent management structure:

1. resource and service centre (similar to a special operating agency)
2. reference and resource centre (private non-profit organization)
3. private corporation
4. information exchange network
5. virtual organization

5.1.1 Resource and service centre

This type of structure has a direct link with the parent department, in this case the Canadian Environmental Assessment Agency. It is a special operating agency (SOA) which, within the existing departmental structure, delivers services, as distinct from providing policy advice to the Minister. As part of its department, it is accountable for its operations through its respective deputy head and Minister responsible.

SOAs operate under a departmentally approved business plan. In addition, an accountability relationship within the department is defined by its framework document, which also lays out target commitments for service levels and financial performance. Each SOA negotiates its level of management flexibility to meet operational requirements. This generally corresponds to powers delegated to the department, but special powers may sometimes be granted by Treasury Board.

The success of SOAs depends largely on the support and enthusiasm of the employees. Experience has shown that the concept can be very useful in creating a work atmosphere that encourages employees to be more attentive to client needs and to look for ways to improve service delivery. It has been observed that increased awareness of the services often goes hand in hand with client consultation and with increased participation of groups of employees in the management process.

Special operating agencies were proposed within the framework of «Public Service 2000» and were approved by Treasury Board in December 1989. The long-term objectives of creating SOAs are as follows:

- to promote cost-effective delivery of services;
- to delegate more operational responsibilities;
- to improve service to clients;
- to make better use of information technology;
- to show that the government is clearly committed to making management more efficient;
- to promote innovation and initiative in the work place.

The services best suited to the status of SOA have the following characteristics:

- they are distinct units and are large enough to justify special attention;
- they deliver services (as distinct from providing policy advice);
- they may be required to be accountable separately within the department;
- they are capable of developing clear performance standards;
- they have a stable strategic framework that allows them to operate in accordance with a clear, permanent mandate.

The parameters governing the operation of each SOA are set out in a framework document and business plan. The framework document describes the constitution or charter of the SOA. It sets out:

- the SOA's mandate;
- policies, principal activities and services;
- guiding principles on the basis of which the agency will be evaluated;
- obligations in terms of results, including control and reporting methods;
- all specific powers granted to the agency;
- the agency's relationship with the parent department and other agencies.

There are a number of SOAs in the federal public service, including the Passport Office, the Public Service Commission, Training and Development Canada and the Government Telecommunications Agency. The Quebec government is in the process of creating independent corporations for the operational services of certain departments.

This operational structure would provide for a close legal relationship with the Canadian Environmental Assessment Agency and its parent department, allowing the department to maintain real control over the Centre. This type of relationship could hinder the Centre's ability to develop its own personality, which it will have to do if it is to clearly position itself to achieve its objectives and mandate autonomously. The quasi permanent link with the department would dictate how the Centre would operate. Relations with other institutions or organizations involved in environmental assessment could also be affected by this relatively close link with the department. The resulting loss of autonomy and the fact that its direction would be dictated by the department would affect relations with its partners in the environmental assessment sector.

The sensitive issue of harmonization with the other Canadian provinces must be taken into account for it is a determining factor in partnerships with the provinces. For the other institutions and organizations in the sector, this close relationship with the Agency could be seen as a sign of security and stability. On the other hand, it is the most costly option, because the Agency would be the only real source of funding. The advantage of the SOA structure derives from the fact that it allows the SOA to keep revenues rather than returning them to the consolidated fund. However, considering the close link with the Agency, it is the option that least promotes involvement by private-sector partnerships in the financing of such a centre. In addition, the fact that employees are moved from the public sector to an SOA structure raises the issue of the management culture of firms, which have an important self-financing objective. Traditionally, the management culture of the public sector is essentially incompatible with management culture of the private sector. This incompatibility of management cultures does little to promote financial investment by the private sector, thereby hindering the SOA's ability to achieve its self-financing objectives in the medium term.

5.1.2 Reference and resource centre

This management structure is similar to that of a private non-profit corporation. Independent management implies some degree of sharing of powers and responsibilities with partners. The corporation would be incorporated under Part II of the *Canada Corporations Act*. An independent board of directors would be created and representatives would be appointed on the basis of their respective participation.

The legal relationship with the Canadian Environmental Assessment Agency would be weak. At the outset, the Agency would support the creation of the Centre by providing start-up funding. As the Centre obtained other sources of funding, the Agency would gradually withdraw and would eventually be considered a corporate member.

The Centre would have its own personality, which would allow it to achieve its mandate, directions and objectives. It would be responsible for its own operations management and would have the advantage of promoting the participation of partners and inviting them to contribute to its financing. This option was considered for the St. Lawrence Centre and the Biosphere. However, due to administrative and institutional constraints, it was decided to make them services within a federal department, with all the characteristics of a government body.

5.1.3 Private corporation

A private administrative corporation is usually created to provide more effective administration when the activities of the institution can generate revenues. The advantage lies in the return on investment of the shareholders of such a centre. A market study and profitability and solvency studies would therefore have to be conducted to determine the benefits of financing the corporation. Section 6 presents the possible funding scenarios.

With this option, there is no legal relationship with the Agency, which would act as partner, on the basis of its contribution. All initiatives would, however, belong to the corporation. As a private corporation, the Centre would have some of the characteristics of a consulting and service firm. The Centre would have its own distinctive personality in that it would have to look for sources of funding and one of its objectives would be to make a profit.

The level of sector involvement depends on the commercial direction to be given to the Centre. External financing could be more appropriate, depending on the results of the profitability and solvency studies. Financing could come from both financial institutions and private investors.

The management structure would be more geared towards profitability based on performance results, with direct professional and financial accountability of the officers and directors.

5.1.4 Information exchange network

This type of structure is similar to that put forward by the Biosphere's network, the Service BRISE of the Union québécoise pour la conservation de la nature (UQCN) and the National Toxicology Network. An analysis of each of these structures reveals that these networks do not have a particularly close link with their parent organization (Biosphere = Environment Canada, Service BRISE = UQCN, National Toxicology Network = University Research Centre). For certain organizations, this relatively loose relationship allows them to develop their own personality and to be autonomous, which fosters sector involvement and support. The example of the Biosphere could serve as a model since it is a departmental organization for which several partners are involved in the St. Lawrence River ecowatch centre.

The establishment of these networks is based on voluntary action and common interests among the various members or partners. The development dynamics and operating procedures are such

that they are unique entities, with their development being linked to the injection of resources, capital and information by the participants in the network.

The network model has the advantage of having strong support from the partners. The key to the success of such a network lies essentially in the willingness of the members to share information in accordance with a clearly established code of ethics. This structure may have a more or less close link with the Agency in that the latter "heads up" the network. This type of structure is flexible and inexpensive, since each member is responsible for the information it contributes to the network. However, this type of structure is fragile because it can easily fall apart if the members lose interest in it.

External financing would come essentially from the network of partners interested in obtaining information and using the services offered by the Centre.

5.1.5 Virtual organization

The Canadian Environmental Assessment Agency has a web site promoting the environmental assessment network approach. This site, which has been up and running since early 1994, provides information in the following areas:

- federal policy, legislation and regulations respecting environmental assessment;
- the Agency's mission, organization and staff;
- current environmental assessments conducted by the federal government, through the public registry.

In addition, in a document entitled *Towards an Environmental Assessment Network*, published in December 1995, the Agency states that it expects the development of its web site to continue in 1995 and 1996 through the full application of the framework described in the document.

A national environmental assessment centre could be developed in accordance with the virtual network approach. Efforts would have to be focused on access to information and people via the Internet. Each partner in the Centre would be responsible for the information that would be provided.

One example of a virtual organization is the environmental industry virtual office, which is the product of the joint efforts of 17 partners. Its mandate is to promote and facilitate the growth and development of the environmental industry by providing quick, easy access to a large number of specialists and a wide range of information, services and advice in research and development, national and international markets, investment and financing and human resources. The *ÉcoRoute de l'information*, an initiative of UQCN, is another example of this type of virtual organization, whose activities are based on telecommunications networks.

With the increasingly widespread use of the Internet, the number of virtual organizations is growing quickly. Such structures are launched through support funding, and their subsequent survival depends on their ability to generate revenues through their activities. The Agency would continue to provide support to the development of such a network by orienting it towards a national virtual centre and expanding partnerships to pursue its development and implementation.

The Agency's role would be to contribute to the establishment of the Centre and to be a partner in it, on an equal basis with all the other partners. The Centre would therefore have its own personality and would promote sector involvement in updating the information that would be provided through it.

Since each partner would be responsible for ensuring the Centre's access to relevant information, financing would be limited to that required to operate a small team, which would be responsible for archiving and documenting the Centre.

5.2 COMPARATIVE ANALYSIS

A comparative analysis of the various options was conducted.

5.2.1 Analysis criteria

The criteria used to identify the advantages and disadvantages of each option are as follows:

1) The legal relationship between the Canadian Environmental Assessment Agency and the Centre.
2) The ability of the Centre to develop its own personality, enabling it to achieve its mandate and to clearly position its products and its ability to carry out environmental assessment

activities in keeping with the expectations of its clients, thereby generating interest and support.

3) Partnership and approval by the sector, which characterizes the basic concept of environmental assessment. The Centre will have to have links with other institutions and organizations involved in environmental assessment and will also have to be able to develop support, complementarity, exchanges and interaction.

4) The possibility of maximizing and diversifying revenue generation.

5) A flexible, effective management structure that allows the Centre to adapt to change and to the outside environment (to monitor opportunities and market trends).

The results of the analysis are presented in the following table.

Table Summary of the comparative analysis of management structures

Criteria	Resource and service centre (special operating agency (SOA))	Reference and resource centre (private non-profit)	Private corporation	Information exchange network	Virtual organization
Legal relationship with CEAA	++++	++	+	++	+++
Own personality	+	++++	++++	+++	++
Sector involvement (support)	++	++++	+++	++++	+++
External financing	+	+++	+++	+++	++
Management flexibility	++	++++	++++	+++	+++

Legend: + weak +++ strong
++ average ++++ very strong

5.3 PRINCIPLE CHARACTERISTICS

The main characteristics that seem to be shared by all of the institutions consulted could be applied to the management structure that will be adopted for the Centre. They are broken down on the basis of function.

5.3.1 Management approach

1) A large majority of the institutions analyzed are public-sector scientific institutions managed independently by non-profit corporations or Crown corporations and often administered by a board of directors composed of representatives of a broad range of sectors. Management by objectives is a practice that seems to be widely used in these institutions.

2) The participation of partners from the sector is important in the achievement of these institutions' objectives and activities.

3) Each institution has an important self-financing mandate. As a result, the legal status of a large number of these institutions permits such flexibility.

5.3.2 Organizational structure

The organizational structure of these institutions varies depending on its size. Medium-sized or large institutions largely integrate marketing and promotion functions into their structure.

5.3.3 Budget

A large proportion of these institutions have budgetary objectives, including self-financing. However, most have difficulty achieving the objective of self-financing, primarily when the sponsoring organization (often a government department or university centre) gradually withdraws its financial support.

5.3.4 Partnership

Partnerships between the government and private sector often come about through efforts to find financing and to share expertise and information.

5.4 CRITERIA FOR SUCCESS

In their 1982 study on organizational excellence (*In Search of Excellence, Lessons from America's Best-Run Companies*), Peters and Waterman interviewed 62 companies to identify the common attributes that account for their success. These criteria are equally applicable to institutions that provide services as to those that sell products. The sectors represented in the sample included high technology, consumer goods, manufacturing, services, resources and project management. The eight attributes that emerged to characterize the «*excellent*» companies are:

1) An orientation for action.
2) Outward orientation, particularly towards clients.
3) Autonomy.
4) Productivity through people.
5) Hands-on, value driven.
6) Stay reasonably close to the business they know.
7) Simple structural form.
8) Simultaneous properties that may be centralized and decentralized.

The conditions determining the *sustainability* of the Centre are significantly different from those that existed at the time the large government environmental assessment agencies were created. In brief, they have the following consequences on the choice of organizational structure:

- independence from political decisions;
- compartmentalization in terms of the choices of allocation of public funds (dedicated funds);
- the organizations' own force of inertia.

5.5 MANAGEMENT APPROACH

The operations management of the Centre will have to be based on values of sustainable development set out in the definition of its mission and objectives and the operations management will have to be based on a synergistic approach which is conducive to collegial work dynamics, constantly drawing on alternative management models.

Shared values, or the *corporate culture*, will have to revolve around the following concepts:

- quality of client service;
- flexibility of the organization;
- search for excellence;
- conservation of the environment;
- profitability;
- management by results;
- partnership;
- respect.

The application of these values will have to be reflected at the organizational level and be geared towards the following:

1) Fluid, flexible management at both the functional and physical levels which leaves some flexibility for professionals wishing to explore new scientific fields and areas of application. It must also assist in building scientific or industrial partnerships to develop products or new techniques for sharing information.

2) Outward-focused management, which gives priority to cooperate with networks, clients, firms, universities, agencies, institutes, scientists, etc. The organizational structure and management practices must allow the Centre to adapt quickly to the changing needs of clients, partners or components of these networks.

3) Management concerned about quality when listening to clients imposes a high level of rigour in the quality of the service offered.

4) Management concerned about profitability where the integration of a commercial dimension requires that the organization:

- focus special attention on the aspects of profitability and self-financing;
- allocate budgets efficiently and effectively, in order to optimize the commercial potential of each project, at each stage of development;
- place considerable emphasis on market studies, profitability analyses, studies of marketing techniques and partnership-building;
- management that values its human resources through a policy focused on continuous training and achieving excellence.

6. OPTION SELECTED: PRIVATE NON-PROFIT CORPORATION

6.1 SELECTION CRITERIA

The same criteria used to select one of the five options will determine the Centre's subsequent success. They are as follows:

- prospects for self-financing;
- voluntary action in the support for the project;
- accountability respecting implementation conditions and services to be provided;
- transparency of information and access to services at the national and international levels;
- partnership between the promoting and sponsoring agency (CEAA);
- support of scientific circles, sector stakeholders and EA practitioners.

These criteria, combined with the criteria for success described earlier, should also serve as guidelines in the selection of prospective partners and concepts:

- meets a real need;
- leanness;
- possibilities for self-financing;
- integration into the community.

On the basis of the analysis of needs and management models and the previously identified criteria for success, we opt for a private non-profit management structure which integrates the dimension of virtual information exchange network.

The reasons behind this choice are based primarily on the importance of giving the Centre its own distinct personality that is different from that of the Agency in order to allow it to develop a partnership strategy that promotes the support of all stakeholders interested in the Centre's mission and objectives. In addition, this structure gives the Centre the autonomy and management flexibility it needs to adapt quickly to client needs. Self-financing is an important consideration in the Centre's survival. The Agency could support the start-up of the Centre for a period of three years, gradually withdrawing from its financing. As a result, it is important to permit the support of all private and public partners by giving them an equally important place on

the board of directors in order to be able to participate in the major policies and decisions of the Centre.

6.2 ORGANIZATION

6.1.1 Board of directors

The role of the board of directors will be:

- to approve the Centre's major strategic directions and strategic implementation plan;
- to promote the Centre among both its clients and the general public;
- to foster efforts to locate sources of financing in the business community and the community in general.

In order to successfully carry out these three roles, the members of the board of directors will have to have the following attributes:

- credibility in terms of its mission respecting environmental assessment, i.e., members of the board of directors will have to have general knowledge or experience in the sector;
- contacts in several sectors of Canadian society as well as abroad; it is important to find members involved primarily in the environmental and business sectors.

The board of directors should be composed of 12 to 15 members, from the following sectors:

- Canadian Environmental Assessment Agency: 1 member
- private firms: 5 members
- non-governmental organizations involved in the field of environmental assessment: 3 members
- university research centres: 3 members
- provincial governments: 3 members

As mentioned previously, the Centre's activities will be divided into the following three management programs:

- communications and information program;
- market watch and development program;
- services program (training and accreditation).

6.1.2 Human resources

The Centre's staff will have to espouse the mission and management principles put forward by the board of directors.

To achieve its mandate, the staff will be composed of six individuals assigned among the three programs administered by the Centre. The role and responsibilities of the staff will be as follows:

Position title	Responsibilities
Executive Director	· Implementation of the major orientations and action plan developed by the board of directors; · Coordination of the programs administered by the Centre; · General management of human and physical resources; · Financing.
Librarian	· Development of an information system and database for documentation management.
Computer technician	· Development of computer systems for the exchange of data by virtual network and office technology support.
Communications officer	Responsible for consultation activities, marketing and general communications.
Development Officer	· Responsible for services to members and commercialization activities.
Administrative Assistant	Responsible for administrative activities, management and accounting secretary and office technology support for staff.

6.1.3 Financial resources

The Centre's annual operating budget is estimated at $850,000. This budget was determined on the basis of the costs of program activities, administrative costs and operating costs related to infrastructure. This budget estimate is based on the budgets of centres that offer similar services. The Centre's operating costs are broken down as follows:

- average salary of $70,000 per person (including benefits), accounting for approximately 50% of the total budget
- 15% for administrative expenses (rent, telephone, postage, etc.)
- 15% related to the development of the information management system (computer equipment, database - virtual network)
- 20% for the management of program activities and consulting fees.

A pro forma budget is presented in Appendix 4. It details the expenses related to the following items:

• Salaries and fringe benefits	$420,000
• Administrative expenses	$125,000
• Information management system	$125,000
• Programs	$170,000
TOTAL	$850,000

7. IMPLEMENTATION PROCESS

The process for the gradual development of the Centre will have to be determined. It will have to provide for parallel adaptation of the corporate structure and means of financing.

7.1 START-UP PROCESS

The steps in the establishment of the Centre are presented in the order in which we suggest they be implemented. The initial steps in the start-up process would continue to be the responsibility of the initiating agency, i.e., CEAA. Responsibilities and duties would then be gradually transferred to the agency selected to be CEAA's partner and eventually the authority in charge of the Centre.

7.1.1 Consultation of stakeholders

The concept and feasibility of a national environmental assessment centre would be validated by representatives of prospective partners and by members and agencies likely to be interested in the Centre. These consultations would also afford an opportunity to assess the interest of the clients targeted, to identify groups or institutions that might assume responsibility for the project and to make a creative effort to come up with a name for the Centre.

This consultation will unfold in two steps over the next two months:

- First, consultations by both traditional and electronic mail with a number of stakeholders to determine their views on the working document of the CNÉE feasibility study and of the concept it proposes;
- Secondly, a workshop focused on the launch of the CNÉE will be held at Ottawa bringing together potential partners.

7.1.2 Additional studies

Additional studies may be required to establish a solid reliable basis for the implementation of the Centre. A specific study of the potential markets for the products and services of the Centre should be carried out. A detailed business plan will then be required, combined with a marketing plan for the Centre and its products and services. The typical contents of such studies are

presented in the appendices. These studies could be carried out by CEAA, particularly for the market study. For the others, close cooperation between the Agency and the authority selected for the development and operation of the Centre is desirable.

Such studies are essential prior to the start-up of operations. Their purpose is to define working guidelines and methods for appraising performance. Other organizations that have had to make the transition from the public to the private sector have first-hand knowledge of the usefulness of this type of working guidelines.

7.1.3 Call for proposals

The start-up process must bear, from the outset of the project, the "genetic code" of private firms or organizations (profit or non-profit) which are solely responsible for their creation and survival. To this end, a call for proposals by the initiating agency is highly recommended. A two-stage process could be adopted. First, parties interested in assuming responsibility for the Centre would be invited to present their qualifications to the Agency. After the initial selection, the candidates would be asked to submit specific proposals for the implementation of the Centre. Under certain conditions, the basic production costs of these proposals--from among which a final selection would be made--could be covered.

The criteria for the qualification of candidates and selection of the final proposal would reflect the criteria for success and the selection criteria used in this feasibility study. The proposals will therefore have to demonstrate the following characteristics:

- voluntary action and entrepreneurship;
- service-oriented approach and value-added products;
- initial involvement and gradual withdrawal of the initiating organization;
- confirmation in advance of contributions from interested government and bodies and universities;
- strong incentive for diversified and joint partnerships (private, public, various fields of expertise, associations) within the framework of "joint ventures";
- formal draft of a business plan.

One way of ensuring, from the outset, that the proposals reflect the spirit of the project is to proceed in much the same way as a private firm looking for expertise and services. The proposals could stray somewhat from the specifications, provided justifications for the changes are provided. The call for proposals for the creation and operation of the Centre would therefore be a two-step process:

- invitation to qualify;
- call for proposals.

7.1.4 Selection of the partner/lead authority

The proposals of the selected candidates will be evaluated on the basis of the material they submit, including commitments respecting implementation and means. The proposals will have to include the following aspects:

- name and mission;
- personnel and organization;
- location and facilities;
- technological support;
- partnerships and agreements;
- description of services;
- sources of financing;
- commitment from the sector (support).

The candidates will be informed of the weight given to certain competitive advantages in the evaluation in the form of an evaluation grid containing certain specific aspects, such as:

- financial support from local and regional authorities;
- exchange and service agreements with prospective clients;
- finalized agreements between the partners.

7.2 IMPLEMENTATION SCHEDULE

The project can be implemented in three main phases, each of which will be characterized by budgetary levels provided by CEAA, increasing involvement of the responsible authority and a shift towards self-financing.

7.2.1 Start-up by the initiating agency (CEAA)

The initiating agency, i.e., CEAA, should provide for a budget to support the start-up of the Centre. The funding would be planned at the outset and would gradually decline over a predetermined period (e.g., three years). A decreasing share of the Centre's budget (80%, 50%, 20%) will be determined in advance and appears in the financing scenario developed in this study. The candidates could take these guaranteed budget levels into account in their proposals.

7.2.2 Cooperation agreement for start-up of operations

A cooperation agreement will be concluded between CEAA and the bidder selected to set up the Centre and oversee its first few years of operation. The agreement will provide for the gradual withdrawal of the initiating organization and the transfer of responsibility to the new project authority. It will include the production of the planning tools proposed in the feasibility study and the steps in the set-up of the organization.

7.2.2 Complete transfer of responsibility

A process for the complete transfer of the management of the Centre will be the last step in the formal joint process of collaboration. At this stage, the Centre will be fully autonomous and will have a solid basis for self-financing. Of course, this does not prevent the Agency from offering a special statutory contribution as a particularly concerned member or from entering into service agreements with the Centre.

This is the point at which the Centre reaches its cruising speed. Apart from government support for the development of new projects and new areas of activity, the Centre will have to cover its own costs (self-financing) and, if possible, make a profit, which will be reinvested in its development.

7.3 TERMS OF FINANCING

A first source of funding will come from partnerships. Members will be charged a membership fee, which will give them access to certain basic services. These two aspects of financing are important for maintaining close links with partners, members and clients.

The other sources of financing will come from day-to-day operations, which are described in the section on activities and services. The revenues that can be generated are also described. They include:

- charges for documents and on-line services;
- fees for training programs, the transfer of methods and follow-up plans;
- R&D grants and contracts;
- subscriptions to information media;
- accreditation and auditing fees.

Other potential sources of revenues could be explored. A foundation could be established to support R&D, specifically by contributing to the establishment of a university chair in environmental assessment. A foundation can set up a capitalization fund and constitute an effective financing mechanism, since it can issue tax receipts.

The scenarios of revenues and expenditures were staggered over a three-year start-up and implementation period. They are as follows:

	YEAR 1	2	3
• Agency Support of the launch	80%	50%	20%
• Partnerships	20%	30%	50%
• Service to Members	---	20%	30%

	YEAR 1	2	3
Revenues ('000's)			
Agency	680	390	160
Members	170	240	390
Services	---	160	240
Sub-Total	850	790	240
Expenditures ('000's)			
Salaries and Social Benefits	420	420	420
Administrative Costs	125	125	125
Information Management System	125	45	45
Programs	170	170	170
Sub-Total	850	790	790
Surplus	---	---	---

Under this scenario, the Centre will not make a profit in the first three years of operation. A large but gradually declining contribution from the Agency is also necessary. That is why the creation of a foundation might be a way to provide for the funding of R&D projects. In addition, the

management and development of the Centre must be characterized by an operating approach that is heavily geared towards self-financing, which means profitability of certain services or products, and this must be the case from the very outset of operations. The government contribution could be conditional on the achievement of self-financing, without which the project should be called into question. This aspect will have to be periodically verified, with decisions respecting the continuation of funding being made on the basis of the Centre's performance.

8. CLIENTS, LOCATION AND NAME

8.1 CLIENTS

On the basis of our research and the contacts made as part of this feasibility study, we prepared a partial, preliminary list of potential target clients of the Centre. The list was prepared by referring to the activities and to the various groups and individuals actively involved in the field of environmental assessment.

The clients include:

1) Government departments and agencies:

- federal and provincial environment departments;
- health departments;
- promoting departments (energy, mines, transport);
- municipalities and urban communities;
- public and para-public corporations (public transit, energy, mining);
- agencies involved in the public review of projects (Canada and provinces).

2) Associations:

- specialized associations (AQEI, Ontario Chapter of the IAIA, IAIA, IAP3, etc.);
- environmental associations (Association québécoise des techniques de l'eau (AQTE), Canadian Environmental Auditing Association (CEAA), AQVE, Centre patronal de l'environnement du Québec (CPEQ), etc.);
- industry associations (forestry, pulp and paper, mining, chemicals, petroleum, manufacturing, agri-food, major projects, etc.);
- labour unions;
- professional associations (engineers, biologists, land planners, urban planners, geographers, etc.).

3) Corporations and industries:

- large corporations (primary sector, engineering and construction);
- environmental industries (ACEI, Grappe, etc.);
- major real estate firms;
- banks and investment companies;
- international funding agencies.

4) Professionals and specialists:

- consulting firms and independent consultants;
- university professors and researchers;
- private and university research centres;
- environment managers (firms and public sector);
- environmental workers (Netsurfers).

Several directories of stakeholders in the field of the environment in Canada and the provinces have been prepared by public agencies, associations and community groups. These directories will be used as a reference tool for preparing an exhaustive list of potential clients to be targeted by recruitment and marketing efforts.

Partners: special links

In order to establish and operate the Centre, the Agency could call on the natural partners of such an initiative, some of which were contacted during this study and expressed an interest in the project.

These front-line partners are:

- IUCN and IAIA, both of which have developed projects similar to that of CEAA in recent months;
- university centres specializing in environmental assessment;
- impact assessment associations in Canada;
- private centres or institutes, e.g., International Institute for Sustainable Development;

- large firms involved in impact assessment, such as large engineering firms.

In general, most of the organizations contacted during the course of the feasibility study that are involved in environmental assessment could become partners in some aspect or another of the Centre's development, like in the case of Internet networks (ÉcoRoute de l'information) and R&D networks (institutes and university centres), for example.

The Centre will have to develop a marketing strategy focused on the benefits to the members (benefits received vs. investment). We suggest that the partners contribute either money or in-kind services. Each partner could offer to make its information (databases, lists, documents) available to the Centre. They could provide it in electronic form or pay the Centre to do so.

Members: access to services

One of the Centre's sources of revenues is membership fees. The members would include individuals, institutions, firms or organizations that want direct access to its services and information network. These members will be recruited from among the previously identified clients, including the project partners. By joining the Centre, members will receive special rates for activities and services and will automatically be registered in a network of resources and contacts that may be useful to their professional activities.

The services provided to the members could, for example, be invoiced on the basis of the production cost with a slight mark-up. Members would get a discount (10% for instance) on the price charged to non-members. Each service provided will have to be developed on a commercial basis set out in an agreement with the user members.

The Centre's board of directors will be selected from among its members (possibly at a general meeting). Initially, an interim board will be appointed and will establish the rules for the nomination and election of members to the permanent board of directors.

8.2 LOCATION

The location of the Centre depends largely on the concept chosen and on the partner that will be selected by CEAA to act as lead authority. The Centre's location would be one of the many elements to be justified and documented in the call for proposals. A grid for evaluating the appropriateness of the location chosen is desirable. Economic, sociological and scientific considerations will have to be taken into account.

The following is an example of the types of factors to be documented for each parameter:

1) Economic factors:

- client base;
- ease of access;
- telecommunications infrastructure;
- proximity of partners.

2) Sociological factors:

- support of local institutions;
- sense of belonging;
- environmental identity;
- availability of qualified personnel.

3) Scientific factors:

- institutional credibility;
- presence of expertise;
- synergy of universities;
- training resources;
- convincing experiences.

The bidders will be responsible for demonstrating how well a particular location meets the criteria. It is important to bear in mind, however, that the Centre will inevitably be established in a location where there is already a focus of activities and dynamics in the area of environmental assessment, or at the very least in the area of the environment in general. At present, such centres of activity exist most often in association with universities, particularly in Calgary, Ottawa, Toronto, Moncton and Montreal. In Montreal, for instance, there is also a critical mass of national and international environmental organizations, which bring together in one city an important pool of partners, members and prospective clients. The Secretariat of the Commission for Environmental Cooperation, the Secretariat of the Convention on Biological Diversity, the North American office of the IUCN and the International Secretariat for Water are among the main environmental bodies already in place.

The final site selection is one of the steps that will have to be included and justified in the proposals submitted by the parties interested in assuming responsibility for overseeing the Centre. The selection of a site goes hand in hand with the selection of the lead authority. In selecting a location, it is important not to exclude the possibility of a modular approach in keeping with the Centre's important network function. The establishment of the Centre at a given site can include secondary centres or at the very least gateways that serve as extensions of the Centre in various parts of Canada. Telecommunications technology, particularly the Internet, now makes it possible to establish virtual institutions of this nature, such as the environmental industry virtual office.

8.3 NAME

At first glance, with regard to the design activity carried out for the feasibility study, the following name appears to be appropriate and could be suggested to reflect the proposed orientations and operation of the Centre: Centre for Environmental Assessment Expertise and Resources (*Centre d'expertise et de ressources en évaluation environnementale)*.

However, this name will remain a code name for the initial steps of the development of the Centre. The final name will obviously be selected by the final promoters of the project (initiator and lead authority) who will have access to the results of the market study to do so.

Nonetheless, the participants in the consultations on the feasibility study will be asked to propose a few suggestions to serve as inspiration for the parties interested in becoming involved in the establishment of the Centre.

9. FEASIBILITY STUDY CONSULTATION

Environmental assessment practitioners, specialists and other interested parties were consulted on the creation of a resources and services centre specializing in environmental assessment. At this stage in the feasibility study, the opinions of these individuals were sought to provide comment on the pertinence of such a centre its function, and opportunities and motivating factors for involvment.

This consultation process completes the study to determine the feasibility of this centre, the implementation process and operational terms and conditions.

9.1 CONSULTATION METHODOLOGY

A national consultation was conducted in March and April of 1997 to gather comments to principal elements of the project. A questionnaire, containing twelve primary questions, was submitted to representatives of the CEAA, the provincial and federal governments, the first nations, industries, consultants, various institutions, universities and non-profit organisations. The questions were grouped in the following manner:

TOPIC 1.	The needs, concept, mission and services
TOPIC 2.	The implementation terms and conditions, membership, financing and status
TOPIC 3.	The interest, name, location, and potential associates.

Of an initial list of 118 names, 14 individuals were removed for various reasons (ex: wrong address, etc...) , and 14 others refused to participate. Several telephone calls were made to promote the consultation, and obtain the commitment from these individuals to complete and return the questionnaire. We were unable to connect with 24 people.

Twenty-nine people responded. With a participation rate of 28% (29 respondants out of 104 people approached). If we take into account individuals who have shown their interest in participating in this consultation process, the rate would be 43% (29 respondents out of 66 people interested). Twenty-six questionnaires were returned. Three people opted to submit a written opinion.

The distribution of the respondants was as follows:

CATEGORY	NUMBER	PERCENTAGE
CEAA	2	7
FEDERAL	7	24
PROVINCIAL	2	7
INDUSTRY	1	3
CONSULTANTS	5	17
INSTITUTUTIONS	6	21
UNIVERSITIES	6	21
NGO's	0	0

The above distribution is general as it groups all participants, and does not take into account the varying number of participants per individual question. However, it does demonstrate that the greater majority of participants are from federal, institutional and academic categories.

9.2 CONSULTATION RESULTS

A few general observations can be made from the responses and reactions of the participants on the major concepts in the feasibility study. The project received a favorable response from the majority of participants with very few significant opposing views as to the realisation of a centre of excellence. However, most participants mentioned a need for specific supplementary information in order to better respond to the exact requirements involved in the project.

A synthesis of the principal elements of the consultation is presented in this section.

9.2.1 The needs, concept, mission and services

The principal requests for additional information in this consultation focus on the nature of the client needs and services, a market profile, as well as management and financing terms and conditions precisions. Without more specific information, some respondents expressed doubts as to the relevance of the Centre because of difficulties in establishing an exact "niche" for the project. These doubts are not new, and are due to the confusion created by the political instability

in which environmental assessment is evolving, and the multiple changes that affect responsible governmental organisations.

A foreseeable function of the Centre which evoked strong approval is the support provided to practitioners in environmental assessment. The desire for information constitutes a fundamental need. The institutional format proposed, that of a non-profit private centre , is largely accepted. There is a concern, with respect to certain functions, that the Centre may compete with existing institutions and/or organisations, namely in university circles.

Additionally, a few participants emphasized the risks that the Centre would duplicate services already available in certain provinces or offered by provincial, national or international associations.

9.2.2 The implementation terms and conditions, membership, financing and status

It is clear from the consultation that the Centre should be autonomous both politically and financially. In this respect, the organisation should be independent from government while maintaining a partnership link with other sectors, namely, industry, academia and environmental assessment practitioners. It will therefore be advantageous to have representatives from each of these sectors sitting, on the Board of Directors, which would favour equally individual as well as organisational representation. The CEAA should be a member of the Board of Directors in the same measure as other members without having supplementary voting privileges.

Management of the Centre would involve the integration of parameters relevant to administering a non-profit organisation and development of a marketing and sales force, with knowledge in the domaine of environmental assessment.

Financing should partly be provided by the members (within a range of 25-50%) who would, in return, benefit from special advantages. Other sources of financing should be described more specifically with a market study identifying more clearly the needs, the market niche and services offered relative to the cost and sale prices. Once this study is completed, a more realistic budget, and the level of participation from potential members and their contribution would be available.

9.2.3 The interest, name, location and potential associates

The high interest for such a Centre is evident. All of the respondents, with one exception, expressed the wish to participate in an implementation stage. However, for some respondents, there are several aspects which require further clarification prior to undertaking a formal process in the creation of this Centre. The level of intervention or the niche of the Centre should be clarified (ex: national vs. international, services vs. R & D). As well, the mission statement and mandate should be defined more clearly.

The name of the Centre should be reviewed, either by committee or through a special consultation process(short list).

Several suggestions to ensure that the Centre start on a solid basis were offered by some participants.

- a market study is considered essential;
- serious attention should be paid to the qualifications of the organisations likely to become involved with the Centre's implementation;
- the conditions favoring membership should be clearly defined, notably the form of services and privileges;
- the self-financing capability should include access to diversified sources of incomes in order to ensure stability;
- the large pool of potential partnerships should be considered to ensure diversity among the membership.

In general, the participants expressed a medium to high interest in becoming partners in this project and contribute to its implementation. The partnership research approach should be through an « offer to service », which appears to be agreeable to most.

In conclusion, based on the responses and reactions of the participants, and on the major concepts in the feasibility study, the project received favorable response from the majority of participants with very few significant opposing views to the realisation of the centre. However, most participants mentioned a need for supplementary information in order to better respond to the exact requirements involved in the project.

10. CONCLUSION

This study of the feasibility of a national environmental assessment centre is an important step in the initiatives arising from the February 1996 workshop held by CEAA on an R&D Agenda for Environmental Assessment in Canada. It is also a concrete response to the international study of the effectiveness of environmental assessment, headed up by the Agency.

The study identifies the characteristics and process for ensuring the success of the Centre, taking account of current government priorities and constraints. The next steps in the development of the Centre are critical. They were designed to steer the project, from the very start, in a direction that is not only compatible with the proposed concept but which is also conducive to obtaining the concrete cooperation of partners interested in its implementation.

It is important not to underestimate the importance and complexities of the next phases in the development of the Centre. The proposal put forward in this feasibility study gives rise to a new form of organization that is based on close cooperation between a public agency and partners from the sector, and one which is accountable for its self-financing in the medium term. We have attempted to outline the characteristics of an organization that is viable and sustainable due to the fact that it is well tailored to the conditions of public financing and firmly-rooted in the professional and scientific dynamics of environmental assessment.

APPENDIX 1

INSTITUTIONAL MODELS STUDIED

A study was undertaken of a number of institutions, organizations and universities to evaluate various experiments that might serve as models for the CNÉE. The models studied are the following:

- Biosphere, Canadian Centre for Environmental Monitoring
- Bureau de ressource et d'information et environnement et santé (BRISE)
- Virtual office of the environment industry
- Canadian Environmental Assessment Research Council
- Information Centre for the Commission for Environmental Cooperation
- Saint-Laurent Centre
- The Centre for Sustainable Transportation
- Centre pour l'avancement des technologies environnementales (Enviro-Accès)
- Centre québécois de valorisation de la biomasse (CQVB)
- Écoroute de l'information
- Environmental Impact Assessment Centre, UK
- International Institute for Sustainable Development (IISD)
- The Royal Society of Canada - Canadian Global Change Program
- Canadian Network for Toxicology Centres
- Ecological Monitoring Assessment Network (EMAN)
- Canadian Policy Research Networks
- Networks of Centres of Excellence of Canada

APPENDIX 2

LISTS OF CONTACTS AND INTERVIEWS

1. Agency representation:

Mr. Robert Boulden
Public Review and Participant Funding
Canadian Environmental Assessment Agency
13th Floor
200 Sacre-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel: (819) 994-2356
Fax: (819) 994-1469

Mr. Bob Connelly
Vice-President
Process Development and Regulatory Affairs
Canadian Environmental Assessment Agency
14th Floor
200 Sacre-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel: (819) 997-2711
Fax: (819) 994-1469

Mr. Bill Couch
Policy Analyst
EA Enhancement and International Affairs
Canadian Environmental Assessment Agency
14th Floor
200 Sacre-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel: (819) 997-2725
Fax: (819) 994-1469

Mr. R. Christie
Client Liaison - Edmonton Office
Canadian Environmental Assessment Agency
Suite 100, Revillon Bldg.
10237-104 Street N.W.
Edmonton, Alberta
T5J 1B1
Tel: (403) 422-7704
Fax: (403) 422-0055

Mr. W. Coulter
Client Liaison - Halifax Office
Canadian Environmental Assessment Agency
Suite 1030, TD Centre
1791 Barrington Street
Halifax, Nova Scotia
B3J 3L1
Tel: (902) 426-6623
Fax: (902) 426-6550

Mr. D. McNaughton
Client Liaison - Winnipeg Office
Canadian Environmental Assessment Agency
Suite 500, Federal Bldg.
269 Main Street
Winnipeg, Manitoba
R3C 1B2
Tel: (204) 984-2457
Fax: (204) 983-4506

Mr. Keith Grady
Client Liaison
Canadian Environmental Assessment Agency
13th Floor
200 Sacre-Coeur
Hull, Quebec
K1A 0H3
Tel: (819) 953-2989
Fax: (819) 994-1469

Mr. Mike Lascelles
Public Review and Participant Funding
Canadian Environmental Assessment Agency
13th Floor
200 Sacre-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel: (819) 997-2217
Fax: (819) 994-1469

Mr. Brad Parker
Comprehensive Studies
Canadian Environmental Assessement Agency
13th Floor
200 Sacre-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel: (819) 953-5044
Fax: (819) 994-1469

Mr. P. Scott
Client Liaison - Vancouver Office
Canadian Environmental Assessment Agency
Suite 1150
555 West Hastings Street
Vancouver, B.C.
V6B 4N5
Tel: (604) 666-6989
Fax: (604) 666-6990

Mr. J. Mathers
Client Liaison - Vancouver Office
Canadian Environmental Assessment Agency
Suite 1150
555 West Hastings Street
Vancouver, B.C.
V6B 4N5
Tel: (604) 666-6961
Fax: (604) 666-6990

2. Federal government representation:

Dr. Tom Brydges
Ecological Monitoring and Assessment Network
Environment Canada
P.O. Box 5050
Burlington, Ontario
L7R 4A6
Tel: (905) 336-4410
Fax: (905) 336-4989

Mr. Steve Burgess
Environmental Assessment Officer
Habitat Management Sustainable Development Branch
Department of Fisheries and Oceans
Room 1124, 200 Kent Street
Ottawa, Ontario
K1A 0E6
Tel: (613) 990-0186
Fax: (613) 993-7493

Mr. Peter Croal
Environment Specialist
Environmental Assessment and Compliance
Canadian International Development Agency
12th Floor
200 Promenade du Portage
Hull, Quebec
K1A 0G4
Tel: (819) 953-9129
Fax: (819) 953-3348

Dr. Dennis W. Lawson
Environmental Protection
Saskatchewan Division
Prairie and Northern Region
2365 Albert Street, Room 300
Regina, Saskatchewan
S4P 4K1
Tel: (306) 780-6462
Fax: (306) 780-6466

Mr. Mel Falk
Manager
Environmental Services
Public Works and Government Services Canada
5th Floor, 333 Main Street
Winnipeg, Manitoba
R3C 0P6
Tel: (204) 983-4102
Fax: (204) 983-4444

Mr. Allan McIver
Head
Environmental Assessment Section
Environment Canada
17th Floor
45 Aldernie Drive
Dartmouth, Nova Scotia
B2Y 2N6
Tel: (902) 426-9300
Fax: (902) 426-8373

Mr. Dave Munro
Manager
Environmental Protection Branch
Environment Canada
300 - 2365 Albert Street
Regina, Saskatchewan
S4P 4K1
Tel: (306) 780-6390
Fax: (306) 780-6466

Mr. Don Stalker
Impact Assessment Officer
Environment Canada
Environmental Assessment Division
351 St. Joseph Blvd.
Hull, Quebec
K1A 0H3
Tel: (819) 953-1695
Fax: (819) 953-4093

Mr. Liviu Vancea
Director
Environmental Assessment Division
Office of Environmental Affairs
Natural Resources Canada
3rd Floor, 580 Booth Street
Ottawa, Ontario
K1A 0E4
Tel: (613) 995-3866
Fax: (613) 996-0478

Mr. George Mezzetta
Regional Manager - Quebec Region
Environment Division
Public Works and Government Services
Guy Favreau Complexe
200 Blvd. Rene-Levesque West
Room 702 - 14
Montreal, Quebec
H2Z 1X4
Tel: (514) 496-3667
Fax: (514) 496-3815

Mr. Bob Milko
Environmental Assessment Coordinator
Canadian Wildlife Service
3rd Floor
351 St. Joseph Blvd.
Hull, Quebec
K1A 0H3
Tel: (819) 953-0173
Fax: (819) 953-6283

Dr. E. Fred Roots
Science Advisor Emeritus
Environment Canada
6th Floor
351 St. Joseph Blvd.
Hull, Quebec
K1A 0H3
Tel: (819) 997-2393
Fax: (819) 997-5813

Dr. Leslie Whitby
Director
Environmental and Renewable Resources
Northern Affairs Program
Indian and Northern Affairs
Room 615, North Tower
10 Wellington Street
Hull, Quebec
K1A 0H4
Tel: (819) 997-2728
Fax: (819) 953-2590

Monsieur Claude St-Charles
Chef division Évaluation environnementale
Environnement Canada
1141, route de L'Église
1er étage
C.P. 10100
Ste-Foy (Québec)
G1V 4H5
Tél: (418) 648-5675
Fax: (418) 648-3859

Mr. Ronald Morrison
Senior Advisor
Environmental Affairs
Industry Canada
235 Queen Street
Ottawa, Ontario
K1A 0H5
Tel: (613) 941-4185
Fax: (613) 954-3430

3. Provincial government represention:

Mr. Claude Lafrance
Manager
EA Program Continuous Improvement
Environmental Assessment Branch
Ontario Ministry of Environment & Energy
250 Davisville Avenue, 5th Floor
Toronto, Ontario
M4S 1H2
Tel: (416) 440-3709
Fax: (416) 440-3771

Ms. Sheila Wynn
Deputy Minister
British Columbia Environmental Assessment Office
2nd Floor, 836 Yates Street
Victoria, British Columbia
V8V 1X4
Tel: (250) 356-7475
Fax: (250) 356-7477

Mr. Pierre Lefebvre
Directeur
Ministère de l'environnement
675, boulevard René-Lévesque est
Édifice Marie-Guyart, 6ième étage
Québec (Québec)
G1R 5V7
Tel: (418) 521-3850 ext. 4659
Fax: (418) 644-8222

Mr. Meinhart Doelle
Executive Director
Clean Nova Scotia Foundation
P.O. Box 2528 Central
Halifax, Nova Scotia
B3J 3N5
Tel: (902) 420-3474
Fax: (902) 424-5334

Mr. Larry Letchner
Manager
Environmental Assessment Branch
Saskatchewan Environment & Resources Mngt.
1st Floor, 3211 Albert Street
Regina, Saskatchewan
S4S 5W6
Tel: (306) 787-5786
Fax: (306) 787-0930

Mr. Kirk Gordon
Manager, Project Assessments
Environment Impact Assessment
Department of the Environment
364 Argyle Street
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
Tel: (506) 457-4844
Fax: (506) 453-2390

Mr. Larry Strachan
Director
Environmental Approvals Branch
Manitoba Environment
Suite 160, Via Station
123 Main Street
Winnipeg, Manitoba
R3C 1A5
Tel: (204) 945-7071
Fax: (204) 945-5229

Monsieur Michel Crowley
Direction de l'évaluation environnementale
des projets industriels et en milieu hydrique
Ministère de l'environnement et de la faune
Tel: (514) 521-3933 ext. 4682

Madame Suzanne Giguère
Sous-ministre adjointe, MEF
Direction générale de développement durable
Édifice Marie-Guyart, 30e étage
675, boul. René-Lévesque Est
Québec (Québec)
G1R 5V7
Tel: (418) 643-7860
Fax: (418) 643-7812

4. First Nations representation:

Mr. Moses Okimaw
Assembly of First Nations
55 Murray Street, 5th Floor
Ottawa, Ontario
K1N 5M3
Tel: (613) 241-6789
Fax: (613) 241-5808

Mr. Craig Boljkovac
Inuit Tapirisat Canada
170 Laurier Avenue West, Suite 510
Ottawa, Ontario
K1N 5M3
Tel: (613) 238-8181
Fax: (613) 234-1991

5. Industry representation:

Mr. Pierre Boucher
Director, Special Services
Canadian Construction Association
10th Floor, 85 Albert Street
Ottawa, Ontario
K1P 6A4
Tel: (613) 236-9455
Fax: (613) 236-9526

Dr. Wayne Everett
Senior Environmental Officer
Licensing & Assessment
Manitoba Hydro
P.O. Box 815
Winnipeg, Manitoba
R3C 2P4
Tel: (204) 474-3173
Fax: (204) 474-4974

Mr. Colin Edey
Senior Environmental Planner
Nova Gas Transmission
801-7th Avenue S.W.
P.O. Box 2539, station M
Calgary, Alberta
T2P 2N6
Tel: (403) 290-7345
FaxL (403) 290-7227

Mr. Stan Frost
Vice President
Environment and Safety
Cameco Corporation
2121 - 11th Street W.
Saskatoon, Saskatchewan
S7M 1J3
Tel: (306) 956-6483
Fax: (306) 956-6201

Mr. W. Charles Ferguson
Vice President
Environmental Affairs, Health and Safety
INCO Limited
145 King Street West, Suite 1500
Toronto, Ontario
M5H 4B7
Tel: (416) 361-7860
Fax: (416) 361-7864

Mr. Rick Ferster
Manager
Environmental Projects
Luscor Ltd.
1600 Oxford Tower
10235-101 Street
Edmonton, Alberta
T5J 3G1
Tel: (403) 420-5846
Fax: (403) 420-5877

Mr. Ian Scott
Manager, Pipelines
Environment & Operations
Canadian Association of Petroleum Producers
2100-250 7th Avenue S.W.
Calgary, Alberta
T2P 3N9
Tel: (403) 267-1132
Fax: (403) 266-3261

Mr. Russ Smith
Director, Infrastructure and Environment
Transportation Association of Canada
323 St. Laurent Blvd.
Ottawa, Ontario
K1G 4J8
Tel: (613) 736-1350
Fax: (613) 736-1395

Mr. Terry Toner
Manager, Environmental Assessment
Nova Scotia Power
Corner Duke & Barrington Street
Scotia Square
Halifax, Nova Scotia
B3J 2W5
Tel: (902) 428-6744
Fax: (902) 428-6124

Ms. Justyna Laurie-Lean
President
Mining Association of Canada
1105-350 Sparks Street
Ottawa, Ontario
K1R 7S8
Tel: (613) 233-9391
Fax: (613) 233-8897

Mr. Rob McManis
Manager, Environment & Safety
Canadian Association of Petroleum Producers
2100-250 7th Avenue S.W.
Calgary, Alberta
T2P 3N9
Tel: (403) 267-1148
Fax: (403) 266-3261

Mr. Ray Staveley
Vice President, Public Affairs and Environment
Canadian Electrical Association
66 Slater St., Suite 1210
Ottawa, Ontario
K1P 5H1
Tel: (613) 230-9263
Fax: (613) 230-9326

Madame Lucie Desforges
Directeure, Environment et Énergie
Association canadienne des pates et papiers
1155 Metcalfe
Montréal, Quebec
H3B 4T6
Tel: (514) 861-8857
Fax: (514) 866-3035

Ms. Johann Ellefsen
Service de développement technologique
et controle environnemental - Alcan
C.P. 1500
Jonquière (Québec)
G7S 4L2
Tel: (418) 699-2417
Fax: (418) 699-6345

6. Consultant representation:

Ms. Laurie Bruce
465 Hounslow Avenue
North York, Ontario
M2R 1H9
Tel: (416) 223-0023
Fax: (416) 223-1140

Mr. Clem Pelletier
President
Rescan Environmental Services
1111 West Hastings St., Suite 600
Vancouver, British Columbia
V6E 2J3
Tel: (604) 689-9460
Fax: (604) 687-4277

Mr. Bob Everitt
President
ESSA Technology Ltd.
300 - 1765 8th Avenue W.
Vancouver, British Columbia
V6J 5C6
Tel: (604) 733-2996
Fax: (604) 733-4657

Ms. Jessé Sloan
Consultant
5504-47th Street
Yellowknife, Northwest Territories
X1A 1M5
Tel: (403) 873-3428
Fax: (403) 669-9322

Mr. Earl Hicki
Manager, Environmental Services
Jacques Whitford Environment Ltd.
3 Spectical Lake Drive
Dartmouth, Nova Scotia
B3B 1W8
Tel: (902) 468-0417
Fax: (902) 468-9009

Mr. Mike McKernan
Vice President
Tetres Consultants Inc.
603-386 Broadway Avenue
Winnipeg, Manitoba
R3C 3R6
Tel: (204) 942-2505
Fax: (204) 942-2548

Mr. Fern Hurtubise
Senior Consultant
SRD (Sustainable Resources Development)
605-222 Somerset Street W.
Ottawa, Ontario
K2P 2G3
Tel: (613) 234-6234
Fax: (613) 563-9621

Monsieur Benoit Taillon
Pigamon Inc.
10014, route de l'Église, bureau 306
Ste-Foy (Québec)
G1V 3V8
Tél: (418) 650-4151
Fax: (418) 650-3226

Mr. Greg Vogelsang
Senior consultant
Environmental Management
Clifton Associates Ltd.
340 Maxwell Crescent
Regina, Saskatchewan
S4N 5Y5
Tel: (306) 721-7611
Fax: (306) 721-8128

Dr. Peter Morrison
Director
Office of the Solicitor General
240 Sparks Street
Ottawa, Ontario
K1A 0G5
Tel: (613) 995-3708 ext. 6222
Fax: (613) 941-8286

Monsieur Claude Lefrancois
Coordinateur du programme
Programme canadien des changements à l'échelle globale de la Société royale du Canada
225, rue Metcalf, Suite 308
Ottawa (Ontario)
K2P 1P9
Tel: (613) 991-6990
Fax: (613) 991-6996

Madame Lina Lachapelle
SNC Lavalin Inc.
2, place Felix Martin
Montreal (Québec)
H2Z 1Z3
Tel: (514) 393-1000 ext. 7728
Fax: (514) 393-9540

Mr. Carol Martin
45 Queensline Drive
Nepean, Ontario
K2H 7J3
Tel: (613) 828-7844
Fax: (613) 828-6141

Mr. Paul Hemsley
Hemmara Consulting Ltd.
Suite 250 - 1290 Hornby Street
Vancouver, British Columbia
V6Z 1W2
Tel: (604) 669-0424
Fax: (604) 669-0430

Mr. Tom Shillington
Shillington and Burns
323 Knox Crescent
Ottawa, Ontario
Tel: (613) 731-9619
Fax: (613) 731-5957

Mr. Derek Doyle
UMA
5080 Commerce Bvld.
Mississauga, Ontario
L4W 4P2
Tel: (905) 238-0038
Fax: (905) 238-0007

Mr. Rodney Northey
Birchall Northey
Barristers & Sollicitors
144 Front Street West
Toronto, Ontario
M5J 2L7
Tel: (416) 599-0992
Fax: (416) 599-4800

Mr. George Hegmann
Axys Environmental Group Ltd
1075 West Georgia St., Suite 2639
Vancouver, British Columbia
V6E 3C9
Tel: (604) 687-3385
Fax: (604) 687-0171

Madame Louise Roy
3855 avenue Northcliffe
Montréal (Québec)
H4A 3K9
Tel: (514) 481-2576
Fax: (514) 481-5376

Mr. Robert Malvern
Robert J. Malvern Environmental Consulting
7 Drumoak Road
Etobicoke, Ontario
M9A 2Z9
Tel: (416) 236-0502
Fax: (416) 236-0839

7. Other government and agencies representation:

Madame Claudine Chartrand
Agente de planification
Centre Saint-Laurent
105, rue McGill
Montréal (Québec)
Tel: (514) 283-7000
Fax: (514) 283-1719

Dr. Arthur J. Hanson
President & CEO
International Institute for Sustainable Development (IISD)
161 Portage Avenue East, 6th Floor
Winnipeg, Manitoba
R3B 0YE
Tel: (204) 958-7707
Fax: (204) 958-7710

Dr. Murray Clamen
Engineering Advisor
A/Secretary, Canadian Section
International Joint Commission
100 Metcalfe St., 18th Floor
Ottawa, ontario
K1P 5M1
Tel: (613) 992-0204
Fax (613) 993-5583

Mr. Michael Dence
Executive Director
The Royal Society of Canada
Suite 308, 225 Metcalfe Street
Ottawa, Ontario
K2P 1P9
Tel: (613) 991-6990
Fax: (613) 991-6996

Mr. Richard Gilbert
Managing Director
Centre for Sustainable Transportation
15 Borden Street
Toronto, Ontario
M5S 2M8
Tel: (416) 923-8839
Fax: (416) 923-6531

Dr. Andy Hamilton
Head, Scientific Division
Commission for Environmental Cooperation
393 St-Jacques Street West, Suite 200
Montreal, Quebec
H2Y 1N9
Tel: (514) 350-4332
Fax: (514) 350-4319

Ms. Judith Maxwell
President
Canadian Policy Research Networks
250 Albert Street, Suite 430
Ottawa, Ontario
K1P 6M1
Mailing Address
P.O. Box 1503
Ottawa, Ontario
K1P 5R5
Tel: (613) 567-7500
Fax: (613) 567-7640

Dr. Stuart Smith
President
National Round Table on the
Environment and Economy
1 Nicholas Street, Room 1500
Ottawa, Ontario
K1N 7B7
Tel: (613) 992-7189
Fax: (613) 992-7385

Monsieur Marcel Risi
Président et directeur général
Centre québécois de valorisation
des biomasses et des biotechnologies (CQVB)
2875 boul. Laurier, bureau 620
Sainte-Foy (Québec)
G1V 2M2
Tel: (418) 657-3853
Fax: (418) 657-7934

Monsieur Philippe Morel
Centre pour l'avancement des tecnologies
environnementales (Enviro-Accès)
855, rue Pépin, bureau 310
Sherbrooke (Québec)
J1L 2P8
Tel: (819) 823-2230
Fax: (819) 823-6632

Dr. Jeffrey Watson
Director
Canadian Global Change Program
Suite 308, 225 Metcalfe Street
Ottawa, Ontario
K2P 1P0
Tel: (613) 991-5642
Fax: (613) 991-6996

Monsieur Jean-Pierre Gauthier
Chef de cabinet
Ville de Montréal
275, rue Notre-Dame est, bureau 2.103
Montréal (Québec)
H2Y 1C6
Tel: (514) 872-9859
Fax: (514) 872-3124

Ms. Kim McBride
Agence internationale d'évaluation
environnementale
Directrice
46, avenue Lorne
Ottawa (Ontario)
K1R 7G7
Tel: (819) 953-447
Fax: (819) 953-0550

Ms. Catherine Amour
Research Ethics Officer
Network of Centre of Excellence Program
350 Albert Street
Ottawa, Ontario
K1A 1H5
Tel: (613) 992-0842
Fax: (613) 943-0742

Monsieur Michael Cloghesy
Président
Centre patronal de l'environnement du Québec
640, rue Saint-Paul ouest, bureau 206
Montréal (Québec)
H3C 1L9
Tel: (514) 393-1122
Fax: (514) 393-1146

Monsieur Pierre Gosselin, M.D.
Comité de santé environnementale du Québec
2400, rue d'Estimauville
Beauport (Québec)
G1E 7G9
Tel: (418) 666-7000 poste 468
Fax: (418) 666-2776

Monsieur Pierre Sénécal
Président de l'Association Internationale pour
l'évaluation d'impacts et de l'Ass. québécoise
pour l'évaluation d'impacts
75, René-Lévesque ouest
Montréal (Québec)
H2Z 1A4
Tel: (514) 289-5215
Fax: (514) 289-4931

8. University representation:

Dr. Gordon Beanlands
Associate Professor
School or Resources & Environmental Studies
Dalhousie University SRES
1312 Robie Street
Halifax, Nova Scotia
B3H 3E2
Tel: (902) 494-3632
Fax: (902) 494-3728

Ms. Bernice Goldsmith
Concordia University
1455 Mainsonneuve West
Room LB-1020/11
Montreal, Quebec
H3G 1M8
Tel: (514) 848-3071
Fax: (514) 848-4509

Dr. William Leiss
Eco-Research Chair
Environmental Policy
School of Policy Studies
Queen's University
Policy Studies Bldg., Room 418
Kingston, Ontario
K7L 3N6
Tel: (613) 545-6832
Fax: (613) 545-6630

Dr. M. Husain Sadar
Professor and Executive Director
Impact Assessment Centre
Carleton University
B443A Loeb Building
1125 Colonel By Drive
Ottawa, Ontario
K1S 5B6
Tel: (613) 520-2581
Fax: (613) 520-4301

Dr. John Gillies
Professor
Division of Environmental Engineering
University of Saskatchewan
57 Campus Drive
Sasaktoon, Saskatchewan
S7N 5A9
Tel: (306) 966-5307
Fax: (306) 966-5334

Dr. William Ross
Professor
Faculty of Environmental Design
University of Calgary
10th Floor, 2500 University Drive N.W.
Calgary, Alberta
T2N 1N4
Tel: (403) 220-6961
Fax: (403) 284-4399

Dr. John Sinclair
Associate Professor
Natural Resources Institute
University of Manitoba
303-70 Dysart Road
Winnipeg, Manitoba
R3T 2N2
Tel: (204) 474-8374
Fax: (204) 261-0038

Dr. Peter Victor
ADM Environment, Science and Standards
Ontario Ministry of Env. and Energy
Tel: (416) 323-4384

Prof. Ted Munn
University of Toronto
Institute of Environmental Studies
33 Willcocks Street, suite 1016
Toronto, Ontario
M5S 3E8
Tel: (416) 978-8202
Fax: (416) 978-3884

Mr. Barry Sadler
Welton House
Limekiln Way
Lincoln
LN2 4US
U.K.
Tel: 011-44-1522-540669
Fax: 011-44-1522-540009

Professor Christopher Wood
EIA Centre
University of Manchester
Oxford Road
Manchester M13 9PL
England
Tel: 011-44-161 275 6873
Fax: 0161 275 6893

Monsieur Pierre André
Faculté des arts et des sciences
Département de géographie
Université de Montréal
C.P. 6128, succ. A
Montréal (Québec)
H3C 3J7

Dr. Luc Bouthillier
Professeur en politique forestière
Faculté de foresterie et de géodésie
Université Laval
Sainte-foy (Québec)
G1K 7P4
Tel: (418) 656-7813
Fax: (418) 656-3177

Monsieur Philippe J. Crabbé
Université d'Ottawa
Institut de recherche sur l'environnement et l'économie
Tel: (613) 562-5874
Fax: (613) 562-5873

Dr. Philip Byer
Faculty of Applied Science and Engineering
Division of Environnemental Engineering
Unviersity of Toronto
35 St. George Street
Toronto, Ontario
M5S 1A4
Tel: (416) 978-5980
Fax: (416) 978-3674

Dr. Peter Duinker
Chair, Forest Management and Policy
Faculty of Forestry
Lakehead University
Thunder Bay, Ontario
P7B 5E1
Tel: (807) 343-8508
Fax: (807) 343-8116

Dr. Christiane Gagnon
Professeure
Département des sciences humaines
Groupe de recherche et d'intervention régionales
Université du Québec à Chicoutimi
555, boul. de l'Université
Chicoutimi (Québec)
G7H 2B1
Tel: (418) 545-5011
Fax: (418) 545-5012

Monsieur Michel Gariépy
Doyen
Université de Montréal
Succ. Centre-Vill
Montréal (Québec)
H3C 3J7
Tel: (514) 343-6386
Fax: (514) 343-2183

Dr. Lino Grima
Institure for Environmental Studies
University of Toronto
Earth Sciences Centre
33 Willcocks Street, Suite 1016
Toronto, Ontario
M5S 3E*
Tel: (416) 978-3486
Fax: (416) 978-3884

Mr. Tom Merredit
Université McGill
Département de géographie
805, rue Sherbrooke ouest
Montréal (Québec)
H3A 2K6
Tel: (514) 398-4219

9. ENGO Representation:

Mr. Stewart Elgie
Sierra Legal Defence Fund
207 West Hastings, Suite 601
Vancouver, British Columbia
V6B 1H6
Tel: (604) 685-5618
Fax: (604) 685-7818

Mr. Monte Hummel
President
World Wildlife Fund of Canada
90 Eglinton Avenue East, Suite 504
Toronto, Ontario
M4P 2Z7
Tel: (416) 489-8800
Fax: (416) 489-3611

Monsieur Martin Savard
Chargé de projets
BRISE (Bureau de ressource et d'information en environnement et santé - et Écoroute de l'information)
690, Grande-Allée Est, 4e étage
Québec (Québec)
G1R 2K5
Tel: (418) 648-2104
Fax: (418) 643-0991

Mr. Michael Sawyer
Executive Director
Rocky Mountain Ecosystem Coalition
610 - 8th Avenue S.W., Suite 921
Calgary, Alberta
T2P 1G5
Tel: (403) 266-2468
Fax: (403) 265-2467

Monsieur Éric Bouchard
AQTE/AESEQ
911, rue Jean-Talon Est, Bureau 220
Montréal (Québec)
H2R 1V5
Tel: (514) 270-7110
Fax: (514) 270-7154

Monsieur Hubert Demard
Président AQTE/AESEQ
CEGO Technologies inc.
5100, Sherbrooke Est, bureau 400
Montréal (Québec)
H1V 3R9
Fax: (514) 257-2414

Mr. Ken Ogilvie
Executvie Director
Pollution Probe
12, Madison Avenue
Toronto, Ontario
M5R 2S1
Tel: (416) 926-1907
Fax: (416) 926-1601

Mr. Tim Lash
Directeur
Union international de la conservation de la nature
380, rue St-Antoine ouest, Bureau 3200
Montréal (Québec)
H2Y 3X7
Tel: (514) 287-9704
Fax: (514) 987-1567

Mr. Dale Hilldebrand
Canadian Environmental Defence Fund
347 College Street, Suite 302
Toronto, Ontario
M5T 2V8
Tel: (416) 323-9521
Fax: (416) 323-9301

APPENDIX 3

PRO-FORMA BUDGET (PRELIMINARY)

Pro-forma budget (Expenses)

TOTAL		**$850,000**
1.	**Salaries and fringe benefits (20%)**	
	⇒Executive director	$100,000
	⇒Librarian	$70,000
	⇒Computer technician	$60,000
	⇒Communications officer	$70,000
	⇒Development officer	$70,000
	⇒Secretariat and accounting	$50,000
		$420,000
2.	**Administrative expenses**	
	⇒Rent	$35,000
	⇒Telecommunications	$10,000
	⇒Equipment and supplies	$25,000
	⇒Postage and couriers	$10,000
	⇒Travel and entertainment expenses	$30,000
	⇒Miscellaneous	$15,000
		$125,000
3.	**Information management system**	
	⇒Server	$10,000
	⇒Office technology*	$60,000
	⇒Database software*	$20,000
	⇒Maintenance	$20,000
	⇒Depreciation	$15,000
		$125,000

**Includes the purchase and installation of computers (non-recurring costs)*

4.	**Programs**	
	⇒Communications and information	$50,000
	⇒Research and development	$70,000
	⇒Corporate services	$50,000
		$170,000

APPENDIX 4

MARKET STUDY AND MARKETING PLAN: TYPICAL CONTENTS

Summary of the most important considerations to be taken into account in the market study

1) Analysis of the situation

a) Diagnostic: current status of environmental assessment in Canada:

Important considerations:

- projects subject to environmental impact assessment in Canada;
- total cost of these projects;
- fees and costs associated with the environmental impact assessments;
- costs associated with the environmental assessment process.

b) Prognosis:

- projected environmental assessment requirements;
- estimate of environmental assessment costs;
- estimate of investments in fees and research associated with environmental assessment;
- forecast of expenditures required to create a centre;
- forecast of the return on investment.

2) Objectives

(Describe the Centre's objectives)

3) Program planning

a) Strategy: means to be used to achieve objectives:

- define the marketable products;
- determine the price of each product;
- have an advertising and marketing plan;
- develop a sales force.

b) Tactics: define the specific measures to be taken, by who and when (action plan for the implementation of the Centre)

4) Control

Points to monitor to measure the Centre's success

- revenues;
- market share (if existent).

Typical table of contents of a marketing plan

I. Executive summary

II. Introduction

III. Context

A. The Market

- description and analysis of the market;
- identification and description of the market segment targeted;
- identification of the potential market;
- target clientele (identification of the needs and expectations of the users of the Centre).

B. The Competition

Description and analysis.

C. The Environment

Analysis of the internal and external environment of the Centre

IV. Identification of market opportunities

V. Marketing strategy

- Identification of commercial objectives

A. Marketing program

1. *Product*

- identification of the physical and psychological characteristics of the product;
- positioning of the product;
- situation [status] of the product in its life cycle;
- general product policy.

2. *Distribution*

- identification of the distribution channel(s);
- extent of market [sales] coverage;
- general distribution policy.

3. *Communication*

- advertising;
- promotion;
- sales force;
- public relations.

4. *Price*

- pricing strategy;
- pricing method;
- importance of price to the users of the Centre.

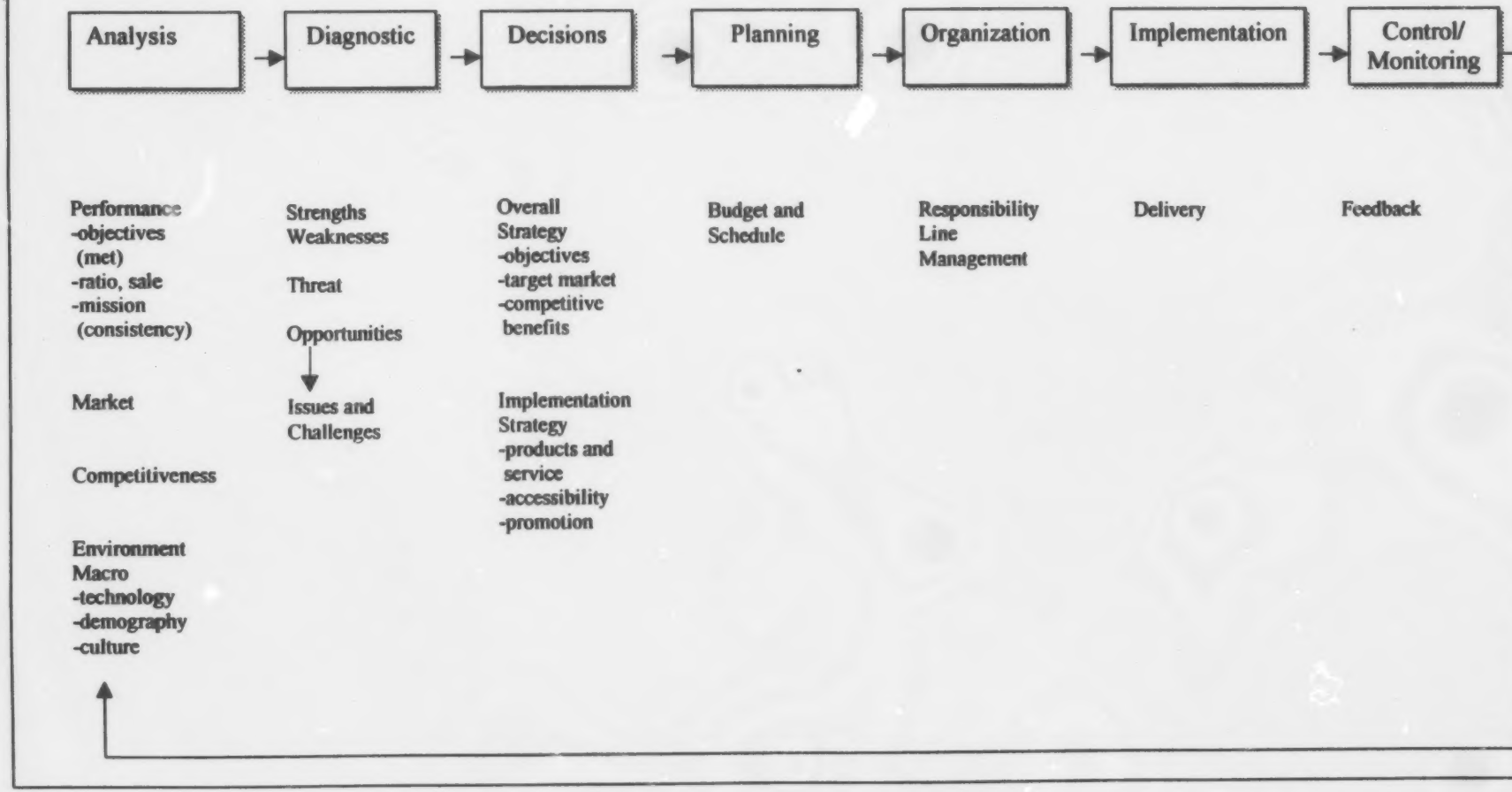
VI. Conclusion

A. Recommendations

- Feasibility of recommendations

VII. Control measures

MARKETING MANAGEMENT AND PLANNING PROCESS



APPENDIX 5

PROCEEDINGS OF THE VIRTUAL WORKSHOP CONSULTATIONS (MARCH - APRIL 1997)

INTRODUCTION

The *Canadian Environmental Assessment Agency* (CEAA) commissioned *Transfert Environnement - Groupe RDA* to hold consultations with stakeholders interested in the creation of an environmental assessment centre. A feasibility study is currently under way to define the concept, the implementation process and its operating procedures.

At this point, the CEAA is interested in hearing the sector's views on the relevance of the proposed centre, the opportunities and needs underlying it, and its operation. Further studies may be necessary and a request for proposals should be issued to select a lead partner.

METHODOLOGY

National consultations were held in March and April 1977 to gather comments and views on the key components of the proposal. A questionnaire containing 12 main questions and a number of secondary questions was distributed to representatives of CEAA, federal and provincial governments, Aboriginal groups, industry, consultants, various institutions, universities and non-profit organizations. The questions were divided into three main topics:

- ◊ Topic 1: needs, concept, mission and services;
- ◊ Topic 2: implementation terms and conditions, membership, financing and status;
- ◊ Topic 3: interest, corporate name, location and potential associates.

From an initial list of 118 names, 14 were removed for various reasons (incorrect address, etc.), and 10 people on the list declined to take part. Many telephone calls were made to promote the consultation and to obtain the individuals' commitment to complete and return the questionnaire. Twenty-four people could not be reached.

A total of 29 people responded to the invitation to comment on the proposed environmental assessment resource centre, for a response rate of 28% (29 respondents/104 people approached). If we base our calculation on the number of people who indicated an interest in taking part in the consultation, the response rate would be 43% (29 respondents/66 interested people). A total of 26 questionnaires were returned. Three people provided written comments in a format other than the questionnaire.

OVERVIEW OF THE CONSULTATIONS

This overview of the consultations provides the trends in terms of the responses to each question (R indicates the number of responses processed). A number of respondents chose not to respond to certain questions. The comments of the three people who did not complete the questionnaire were taken into account, but were not systematically integrated, question by question. For each question, a summary of the respondents' comments is provided.

The general conclusion that seems to emerge from the consultations is that, subject to further information, there is no strong opposition to the centre. A large number of respondents mentioned the importance of specifying the needs of the EA sector in order to be able to more clearly define the services to be offered by the proposed centre. The profile of the target clients of such a centre should also be clearly defined.

Question 1: Does the creation of a centre grouping resources and expertise meet the needs of the environmental assessment sector? (R: 23)

8 respondents answered yes (unequivocally).
They feel that the centre could serve as a focal point and facilitator for EA professionals. It could also contribute to increasing knowledge and improving the practice of environmental assessment.

11 respondents were somewhat less affirmative.
The mandate must be specified. The mission is geared towards professionals, rather than proponents. Meeting the needs of EA practitioners does not necessary mean that the needs of the field of environmental assessment will be met. Although useful, such a centre is not necessary. It is difficult to know what exactly is meant by "grouping of resources and expertise". It is also important to draw a distinction between the needs of the sector for information and coordination and the need for an organization such as the one proposed. In this respect, the needs of the EA sector will have to be specified and prioritized. The various organizations that provide services similar to those that would be provided by the centre will have to be taken into account.

4 respondents answered no.
The creation of a centre is just one of many ways to support the EA sector. They wonder what option would be the most cost-effective in meeting the needs of the sector. Those needs will have to be more clearly defined.

a) Are these needs well defined? (R: 22)

8 respondents answered yes.
At this stage, the general needs are well defined. They understand that they are divided into major components. The nature of the services could vary, depending on the type of clients. An ad hoc committee could be struck to define the needs. There is a need for increased leadership, improved practices, greater dialogue among the players, etc., in the EA sector.

14 respondents stated that the needs are not well defined.
The objectives of the centre are ambitious. We have to be able to define the most pressing needs of the EA sector, as well as the opportunities, which would make it possible to focus on certain mandates. It will be necessary, for example, to specify what constitutes an information need. The concept of accreditation must be clarified.

b) Is the creation of a centre the best way to meet those needs? (R: 22)

8 respondents answered yes.
An organization that is not subject to political and administrative constraints is defensible. In the current economic climate, it is a valid approach. The centre will have to work in partnership with various organizations in the EA sector and earn the respect of the EA community.

14 respondents answered no.
It is one approach, but not necessarily the best. It is a simplistic solution within the framework of a wide diversity of problems. Thought should be given instead to harmonizing provincial policies, eliminating duplication, etc. An alternative model would consist in calling on universities, giving them mandates before creating another physical entity. Bringing together information and expertise is not a solution to the needs of the EA sector. Networking should be considered. The feasibility study did not address the needs of the EA sector.

Question 2: Is the proposed structure, i.e., a private non-profit organization, appropriate? (R: 25)

17 respondents said they felt the model was appropriate.
It seems clear that a "for-profit" organization would not provide support services (unprofitable). It is a realistic model, that will allow it to work at arm's length from political pressures and which can bring together the key players. This option does not rule out other approaches that may be appropriate for specific mandates.

8 respondents answered no or are undecided.
The needs of the sector must be specified before deciding on a particular structure. The model will also depend on the services that will be provided to the members. The experience of non-profit organizations should be reviewed to determine whether that model is appropriate. A focus group could be formed to examine the need for such a centre. Such a centre would only be appropriate if it was the product of the voluntary alliance of various entities. The current situation in the sector could give rise to confusion.

a) What are the principal criteria that will guide the choice of organizational model (profitability, efficiency, etc.)? (R: 25)

The principal criteria identified by the respondents include:
meeting members' expectations (needs), delivery of high-quality services, at a reasonable price (R: 8);
credibility/impartiality/partnership (R: 6);
ensuring the centre's financial viability (its survival) (R: 4);
effectiveness (R: 3);
efficiency, i.e., the relevance and performance of actions (R: 3);
it would be important to see what we learn from experiences with this type of organization (R: 1).

b) Would other models offer be more advantageous in terms of meeting the needs in this sector (exchange networks, virtual organization, special operating agency, private corporation)? (R: 21)

7 respondents feel the model is a good choice.

7 respondents that there may be a better option.
The formula chosen does not rule out borrowing parts of other models. For example, it is important to take full advantage of telecommunications tools. Universities should be called upon, should the budget be reduced.

6 respondents opted for another model. 1 respondent was off subject.
A virtual organization would be more likely to bring together existing expertise. One main model and several complementary models could be adopted. A model that was closely tied to CEAA would be appropriate. Some thought should be given to a formula that does not duplicate what is being done by universities.

Question 3: Is the centre's proposed mission, i.e., assistance to EA practitioners, appropriate? (R: 24)

9 respondents answered yes.
The mission is both broad enough and specific enough. It is appropriate for the initial start-up. It will have to be adjusted by the board of directors. A periodic review would be advisable.

15 respondents have doubts.
The mission is rather vague. It should be more precise, more practical. This mission may be suitable for other organizations. It does not identify the possible benefits to EA practitioners. It cannot serve the interests of EA practitioners alone, but should be in the interest of environmental assessment. It is important to bear in mind that the centre will maintain ties with partners, promote synergy, and coordinate human and documentary resources.

a) What should the centre's primary objective be? (R: 22)

10 respondents stated the primary objective should be support for EA practitioners/development of EA practices. They mentioned tried and true methods based on consensus-building, as well as the production of reference documents. It is important to strive for excellence, to undertake R&D that has national applications.

7 respondents stated that the primary objective should be information/communications. In their view, it is important to promote exchanges and cooperation between the various stakeholders in the EA sector and to bring together information on the subject that is available in various forms (contacts, studies, cases, seminars).

4 respondents give priority to services to members, in keeping with the needs expressed and the changes to which it is important to adapt.

1 respondent stated that the primary objective should be to ensure the centre's survival.

b) Would the proposed centre compete with any NGO or institutional efforts? (R: 23)

18 respondents answered yes.
It is necessary to clearly define the nature of the initiatives of other organizations and to complement or support them, specifically:
in the area of training and information provided by universities and the private sector,
the activities of associations, private consultants
with respect to environmental industries, in the area of certification
in the area of environmental law
with respect to the activities of IAIA.

5 respondents answered no, but had a number of concerns.

Question 4: Do the proposed services meet the needs of researchers and professionals (practitioners) in the sector? (R: 25)

13 respondents answered yes.
It is recognized that they meet a large part of the needs. To prevent the project from becoming scattered, it should be focused on two or three clearly defined missions. Avoid training activities and concentrate on case studies.

12 respondents have doubts about the adequacy of the services.

The needs must be more clearly identified, and the nature of the services associated with those needs must be defined. The needs may vary from year to year. There is a risk that the centre will be placed in the hands of a few practitioners. It is important to avoid turning it into an academic club. Guidance must be provided for the practice of environmental assessment in order to improve its effectiveness and attempt to facilitate contacts (networking) among practitioners. The role of watchdog and certification are a little pretentious.

a) Of the proposed services, which is the most important? The most urgent? (R: 25)

The answers provided by the respondents are, in order of importance, as follows:
13 respondents cited information. Centralizing and inventorying information would simplify the work of EA practitioners. The centre should not limit itself exclusively to documents (offer of services database, business opportunities, follow-up studies, etc.).

4 respondents cited research, which would be focused, for example, on scoping, cumulative effects and methodologies.

3 respondents cited certification.

3 respondents cited the watchdog role; follow-up and monitoring are the weaknesses of the process.

1 respondent cited training.

1 respondent favours a good balance between the activities.

b) Should other activities be considered? (R: 22)

14 respondents stated that the program was relatively complete.
A periodic review of the activities (3 years, 5 years) will be necessary, however, to ensure that they remain focused. According to some respondents, other activities should not be given precedence over those identified. Communications activities should reach the administrators responsible for decision-making. Given that the list is already long, a study of needs should be conducted to provided a better idea.

8 respondents proposed activities other than those already cited, including:
the organization of workshops, seminars, conference calls to promote information exchanges;
increasing the awareness of environmental issues at a young age;
policy development or the establishment of priority issues;
training on how to conduct EAs and write reports;

creation of a foundation, fundraising;
consultation services for the government on environmental issues.
A study of the needs of the EA sector could give rise to other activities.

Question 5: The establishment of this centre is based on its eventually becoming self-funding. What other basic considerations should be examined? (R: 19)

12 respondents cited considerations associated with the attitude of the organization:
avoid political interference, i.e., maintain arms' length relationship with government;
building partnerships, particularly with industry/willingness to join forces;
to achieve self-funding objectives, avoid competition with other stakeholders;
maintain credibility (integrity) in terms of the achievement of financial objectives;
offer services for which there is a market;
seek flexibility and adaptability;
guarantee a membership base;

3 respondents cited the following areas of interest:
professional certification;
the creation of a foundation that makes all services accessible;

4 respondents cited the need for further studies. The experience of other organizations should be examined. The centre must not seek to be self-funding at all costs to the detriment of the dissemination of information. A committee could be struck to address the issue of needs. The centre concept requires further clarification.

a) Further studies are needed to establish a solid basis for the project. What other topics do you suggest be considered? (R: 14)

8 respondents feel that a market study or feasibility study should be conducted.
The prospective clients, the number of clients and the clients' needs must be clearly defined in order to identify the services required. Possible areas of duplication must be identified and strategic alliances must be defined.

4 respondents have a different view.
The topics they suggest are environmental assessment standards, harmonization among the provinces, effectiveness of federal and provincial legislation, and the relevance of environmental assessments.

2 respondents have no suggestions regarding further studies.

b) What are the principal qualifications of organizations that would be eligible to take charge of the centre? (R: 17)

13 respondents listed criteria, indicating no particularly order of priority:
extensive knowledge of the needs and objectives that will guarantee the centre's success;
skill in heading up organizations of this kind;
an established network in the EA sector;
skill in recognizing academic and practi[illegible]perience;
marketing and fundraising abilities;
independence (particularly from governments), objectivity/impartiality;
lack of potential conflicts of interest;
knowledge of the field of environmental assessment (concept, principles, methods, practices, etc.);
recognized experience /track record /established reputation/demonstrated leadership;
management efficiency, including within a non-profit organization;
knowledge of the conditions in which the centre will have to evolve (economic, environmental, changes, etc.).

3 respondents stated that it was too early to say.
An ad hoc committee could be struck to address this issue. This cannot be determined until the needs and direction of the centre have been clearly defined.

1 respondent opposes the approach.
Lead responsibility for the project should be entrusted to multilateral organizations (CCME, federation of associations, etc.).

Question 6: One of the funding formulas to be adopted by the centre will be based on membership dues. What percentage of the operating costs should be assumed by the members? (R: 16)

5 respondents stated that members should assume at least 50% of the operating costs.

5 respondents feel it is too early to say.
This question must be addressed in a feasibility study conducted to determine the members' ability to pay and the potential number of members. The membership dues should not exceed $150. The share contributed by membership dues will depend on the participation of the main funding bodies. A share of the centre's funding cannot be assumed by the membership until the centre has acquired a certain profile.

4 respondents stated less than 25%.
The share of funding should be tied to the use of services.

2 respondents feel members should assume over one-third of the costs.
The greater the share of revenues provided by the members, the less creative the centre will be in making high-quality services available.

a) How can the contribution of member organizations to the centre's activities (database, services, etc.) be recognized? (R: 15)

9 respondents stated that their contribution had to be recognized.
The members' contribution could be recognized by advertising the services provided by partners in various publications or over the Internet. A large number of mechanisms are also identified: give them access to the documentation centre or to certain data, recognize sources of information and copyrights, disseminate a directory of members, offer participation in seminars, discuss their material at the seminars, grant awards. Could tax exemptions be granted for significant achievements that benefit the centre? The market value of the partners' contribution could be calculated and recognized as a contribution in kind.

4 respondents feel it is too early to say.
It merits special consideration. Perhaps categories of members should be created with distinct benefits.

2 respondents do not feel privileges should be granted.
Supporting the centre should not be a way to buy publicity. Privileges should not be granted to those who can afford to be members.

b) Should members be given special rates for services provided by the centre? (R: 22)

18 respondents answered yes.
Without special rates, there would be no advantage in becoming a member. It is a good way of encouraging membership. It is important to take account of the members status and ability to pay.

3 respondents answered no.
This position is inconsistent with the dissemination of information and accessibility of services.

1 respondent feels it is too early to say.
Efforts should be focused on clarifying the centre's direction and defining the financial aspects.

Question 7: A hypothetical budget of $850,000 has been established. Is this adequate? Does this represent a justified breakdown of expenses? (R: 18)

9 respondents agree in principle.
At the outset, it's okay. This budget is justified if it is based on realistic objectives. Thought should be given to contracting out accounting. The budget does not seem adequate if the centre has functions than information and communications.

6 respondents feel it would be useful to have additional information before making a decision.
The needs and objectives should be more clearly defined. Certain functions alone would use up the entire budget.

3 respondents feel it is too high.
This budget is a little high given the economic impact it will have. It can be reduced by adopting a virtual approach. Salaries would be high. With all the activities presented, it is not enough. Finally, the budget would necessarily depend on the structural model chosen for the organization.

a) What are sources of funding should be favoured (sales of documents, professional fees, contracts, foundation, etc.)? (R: 20)

18 respondents cite a wide variety of sources. They are as follows, in the order in which they were cited:
a foundation (R: 2);
the sale of documents (R: 5);
sale of services (fees, contracts) (R: 3);
membership dues (R: 2);
training (R: 1);
5 of the respondents give no particular priority to the various sources.

The centre must start out small and grow. It will be difficult to price the services to be offered. Perhaps consider levying a charge on contracts obtained by members. Consideration could be given to working on contract for the government on harmonization and coordination activities (e.g., database on R&D activities). It is important to avoid providing services only to those who can afford to pay for them.

2 respondents feel it is too early to say.
They see a need for a market study and for more clearly defining the centre's direction.

b) What are the financial performance objectives that would be expected of the centre? (R: 12)

In order of priority:
the centre will have to generate its share of revenues (undetermined, 50%, 66%) after a certain period of time (R: 4);
responsible accounting is expected (R: 3);
the centre should be self-funding after 3 years (R: 2);
the centre should be self-funding after 3 to 5 years (R: 2);
self-funding (no timeframe) (R: 1).

Question 8: What are the factors of success of a private management structure such as the one proposed for the centre? (R: 16)

In order of priority:
the financial aspect (funding, cost recovery) (R: 3);
member satisfaction, membership (R: 3);
quality of EAs and methods (R: 3);
cooperation among organizations (R: 2);

5 respondents see things differently:
use of the documentation centre, professional leadership, eligibility criteria for seat on the board of directors, credibility in the eyes of the public and other organizations, reduction of time taken to conduct EAs.

a) What role should organizations and individuals have on the board of directors? (R: 21)

Two types of answers were given in response to this question, due to the fact that the English version referred to the role of individuals and organizations on the board of directors, whereas the French version referred to how much representation they should have.

6 respondents were in favour of the appointment of individuals to the board of directors.
Appointments would be based on the professional qualifications of the individual and not as representative of an organization.

4 respondents opted for organizations (by a large majority).
A seat must be reserved for founding and corporate members and distinguished experts must not be excluded. Representation by the provinces on the board of directors can be considered only if all provinces are represented.

11 respondents discussed some of the roles of the board of directors.
The role of the board of directors would be to advise, direct and ensure that the centre meets the established objectives. Fundraising is an important activity. Efforts must be focused on harmonizing policies. It was suggested that a committee be struck to oversee each of the services.

b) What type of relationship should exist between CEAA and the centre (partner, reserved seat on the board of directors, etc.)? (R: 20)

10 respondents suggested that the CEAA should be granted a seat on the board of directors.
There were a number of different views on this point: a seat granted for the period of financial contribution of the organization only; grant only one seat; grant two seats, given its contribution; a non-voting seat; a seat for life granted to founding members.

9 respondents do not believe the CEAA should be given a seat on the board of directors.
Here again, the respondents had a number of different points of view. A strong alliance would be more suitable. The independence of the centre must be maintained; treat CEAA on the same footing as the others. An advisory committee could be formed with them.

1 respondent feels it is too early to say.

Question 9: What specific niche should an environmental assessment centre fill (services, national, international)? (R: 21)

According to the respondents' preferences:
priority given to national (R: 18);

It is important to begin by developing a presence at the national level, offering services to the various clients, and then promoting Canada's reputation abroad. The centre should meet needs respecting information and data on environmental assessment issues. It should seek to expand the practice of EA. It should be a catalyst for the implementation of training programs and standards (guidelines).

priority given to international (R: 2);
national and international services (R: 1)

a) Does the centre have affinities with other organizations? Would its activities conflict with those of other organizations? (R: 20)

All of the respondents except one (R:19) recognize that some of the activities of the new centre may conflict with those of other organizations. It is important to clearly define this problem before the centre is up and running, and to promote contacts with the provinces. There could be some duplication in terms of training, documentation or follow-up studies conducted by proponents and consultants. Ensuring representation by certain organizations on the board of directors is one approach that could be considered to prevent this situation. Agreements should be developed with key organizations in the EA sector and the centre should act as an integrated structure, a network that could grant various mandates. Complementarity is appropriate. The centre must identify a specialized niche, identify value-added services.

b) Is the organization you represent or of which you are a member interested in the proposal? What aspects interest you? (R: 23)

8 respondents said they are interested.
Discussions will have to be held to clearly establish possible avenues of cooperation among all the parties.

6 respondents stipulate conditions.
This will depend on the final directions of the centre and services provided (their usefulness). Particular interests can be noted, such as the development of more consensus-based methods or the future of assessment procedures.

6 respondents expressed mixed interest.
The concept and structure of the centre will have to be validated. Too many questions respecting its mandate and accessibility remain unanswered. The centre will have to demonstrate leadership and establish credibility (professionalism).

1 respondent was not interested.

Question 10: What do you think of the proposed name, Centre for Environmental Assessment Expertise and Resources? (R: 21)

a) What factors must be considered in choosing a name for the centre. Do you have any suggestions? (R: 23)

For practical reasons, the answers to 10 a) are combined with the previous question.

4 respondents are in favour of the proposed name;
2 feel that it is a good starting point;
18 respondents are opposed to the proposed name.

The name must be simple, with no government connotations. Some respondents said that acronyms should be avoided. Others said that an easy, bilingual abbreviation could be used. The name must reflect the functions of the centre, which must first be defined. It should allow for some flexibility, in order to take account of the centre's evolution. It must reflect the coming together of experts and information. The term national or Canadian should be included in the name. The focus should be on environmental assessment.

Suggestions:
Centre for Environmental Assessment;
Canadian Centre for Environmental Assessment /Centre national d'évaluation environnementale;
Canadian Environmental Assessment Centre;
Environmental Assessment Centre of Canada;
National Centre for Environmental Assessment;
Environmental Assessment Institute;
Bourse internationale d'évaluation environnementale de Montréal;
Centre de développement des ressources et des méthodes d'évaluation d'impacts;
Centre d'expertise et d'information en évaluation environnementale.

b) What process should be followed to select the name (consultation, selection by the board of directors, project proponent, founding organization)? (R: 20)

10 respondents would leave the choice up to the founding member or board of directors.
5 respondents would prefer consultation (among the respondents, a competition, a short list).
3 respondents feel it is too early to day. Greater clarity respecting the role of the organization is necessary.
2 respondents had no preference.

Question 11: Who are the natural partners of such an organization (primary, front line)? (R: 20)

The respondents cited the usual categories of partners, with no specific exclusions. Several respondents stated that the organizations must be directly involved in environmental assessment. The partners cited are as follows (in no particular order):
universities or research groups;
government agencies;
federal and provincial departments;
sector or professional organizations;
associations, including those engaged in resource use (mines, forests, road and infrastructure construction);
private sector (industry, consultants, EA practitioners);
project proponents (CN, airport, Hydro-Québec, etc.);
international organizations;
private foundations;
Aboriginal groups.

Only Canadian partners should be approached. Universities should be granted the status of associate member. Groups of professors or researchers would be preferred over universities. It is important not to give too much weight to the representation of environmental groups and to avoid organizations that depend on grants or subsidies. It would be desirable to define "partner" in order to distinguish between partners and members.

a) Should a distinction be drawn between various types of members (agencies, associations, private corporations, professionals)? (R: 22)

14 respondents answered yes, 10 of whom mentioned the following distinctions:
on the basis of the ability to pay (resources);
on the basis of the benefits likely to be derived (needs);
with a view to the appointment of the board of directors;
on the basis of the balance to be struck between the various partners.

6 respondents were vague or did not have a strong opinion.

2 respondents feel no distinction should be made.

b) Are you interested in becoming a member of an environmental assessment centre? (R: 20)

14 respondents are interested (without discussion).
3 respondents are undecided (depending on the definition of member, depending on the final form, doubtful about the share of self-funding).
3 respondents said they were not interested.

Question 12: What do you think of the use of requests for proposals for the establishment of the centre, including the selection of location? (R: 19)

12 respondents are in favour of the approach.

4 respondents set out conditions.
It is too early to say. The potential activities should be clarified and details on the nature of the services to be offered should be provided. Organizations with expertise in EA should be invited to take part. Some organizations have not yet been consulted on the proposed centre.

2 respondents feel that it is risky.
Another formula is preferable. An acting appointment filled by public servants nearing retirement could be considered or working with multilateral organizations, such as CCME.

1 respondent said that it did not matter.

a) Where would you suggest the centre be located? (R: 24)

The choices of the respondents are, in order of preference, as follows:
unspecified (R: 8);
Montreal (R: 5);
Ottawa (R: 2);
Toronto (R: 2);
not Ottawa (R: 3);
Winnipeg (R: 1)
Toronto/Ottawa/ or Montreal (R: 3).

b) Would you be interested in taking part in a national workshop in Ottawa (scheduled for the fall)? (R: 24)

A large percentage of the respondents (R: 21/24) indicated that they would be interested in attending a national workshop. Three respondents said they would have to think about it. One of the respondents stated that this meeting would be pointless without a clearer evaluation of the needs (market).